

Workstream:

Female Mentorship

**PILOT FEMALE MENTORING AND DEVELOPMENT PROGRAM
PARTICIPANT ROSTER**

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**PILOT FEMALE MENTORING AND DEVELOPMENT PROGRAM
PARTICIPANT ROSTER**

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Balancing Work and Family

Why We All Need a Model

Presented by: Dr. Jane S. Shaw, PhD

July 1, 2014







NORTH CAROLINA DEPARTMENT OF TRANSPORTATION
TRANSFORMATION MANAGEMENT TEAM

PILOT FEMALE MENTORING & DEVELOPMENT PROGRAM

PROGRAM ANALYSIS & RECOMMENDATION
DECEMBER 2008

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ISSUE TO BE REVIEWED (HYPOTHESIS)

Improvement of talent management was identified as one of five transformation initiatives for the Department. The diagnostic showed the Department's talent systems are failing to recruit and retain critical talent, drive employee performance, and retain top managers. Drawing on best management practices of industry and the public sector, the Department's reinstatement of the pilot female mentoring program was viewed as an important step to improve retention and reinvigorate employee development. The first pilot female mentoring program, which was initiated in 2005, was restricted to female employees working in the Raleigh area. That program was an outcome of the Special Emphasis Project (SEP), a project endorsed by the State Personnel Commission, Office of State Personnel, to address concerns of females employees within the state government employment system.

The Female Mentoring & Development Program was one of two pilots initiated by TMT – one utilizing formal mentoring concepts and the other, informal. At its conclusion, data and lessons learned would be used to develop a statewide mentoring program for all employees of all classifications.

RESEARCH AND FINDINGS

The OSP annually submits reports to the General Assembly. These reports detail the workforce representation, promotions, disciplinary actions, and performance management ratings for the state employee population. Over the years, these reports have been analyzed and results have indicated trends relating to several demographic groups. To address these concerns, the SEP was initiated.

The SEP report for female employees identified the following trends within state government:

- Female employees make up 48.9 percent of the total state (SPA) workforce yet comprise 71.5 percent of the low wage occupations.
- African-American females hold the majority of low wage occupations.
- Female-dominated jobs are often paid less than male-dominated jobs even if they require the same or a greater amount of education, experience, and responsibilities.
- There is limited representation of females in occupations that have decision-making responsibilities.

Specific demographic data for the female employee population within the Department, as reported in the North Carolina Department of Transportation 2007 Equal Employment Opportunity Plan, is presented below. Page references in the report are provided in parenthesis.

- The Department did not meet its goal for female representation within its employee population. Actual percentages for 2006 indicate 15.3 percent of the employee population was comprised of white females, 5 percent was black females, 0.2 percent was Hispanic females, 0.3 percent was Asian females, and 0.3 percent was American Indian females. The goal was 48 percent for the aggregate female representation, but the actual representation was 21.3 percent. (page 18) Individual goals were as follows: 35 percent for white females, 10.2 percent for black females, 2.4 percent for Hispanic females, 0.5 percent for Asian females, and 0.5 percent for American Indian females.
- The Department did not meet its goal for other minority females (other than black females) and white females for management-related occupations. (pages 20 – 21)
- For officials and administrators, the Department did not meet its goal for workforce representation for white and other minority females. (page 20)
- Workforce representation in management-related occupations for black and other minority females declined in 2006. While the Department met its goals for black females, workforce representation goals for white and other minority females were not met. (pages 20 – 21)

- For professional occupations, the Department did not meet its goal for workforce representation for females, although numerical representation increased since 2004 for white and black females. (pages 21 – 22)
- The Department did not meet its goals for white, black, and other minority females for technician and technologist classifications. (page 22)
- For administrative support, the Department exceeded its goals for white and black females. The goal for other minority females; however, was not met. (page 23)
- For protective services, the Department did not meet its goals for females. (page 23)
- The Department did not meet its goals for white, black, and other minority females for skilled craft occupations. (page 24)
- The Department did not meet its new hire goals for females. (page 25)
- While the Department met its promotion goals for black and Asian females, it did not meet its goals for white, Hispanic, and American Indian females. (page 26)

The North Carolina Department of Transportation 2007 Equal Employment Opportunity Plan (Plan) states “*The purpose of the Department’s Equal Employment Opportunity Plan is to facilitate greater inclusiveness of all persons across all job categories. This purpose may be accomplished by **shifting the focus of employment to historically underrepresented groups, and demonstrating a concerted good faith effort toward their recruitment, selection and development pursuant to the Department’s EEO Plan and its Merit Based Employment policy.***” [emphasis added] Despite this declaration, the Department’s EEO Office did not embrace the Pilot Female Mentoring & Development Program as a means to “demonstrate a concerted good faith effort toward their recruitment and development.” The Plan lacks any substantive programs designed to meet goals established for females – a documented underrepresented group in the state government system. The only two female-focused programs highlighted in the Plan, *Introduce A Girl To Engineering Day* and *Bennett Power Girls College Day*, are targeted to high school-aged young women and not the Department’s female employee population.

The development of female mentoring programs was identified as an action item from the SEP. The Department was selected as one of two agencies to implement the pilots. A formal mentoring program for female employees was started in 2005. This program was considered successful and the program was used as the foundation for this TMT initiative. Consequently, the 2005 pilot was modified using organizational development methodologies for statewide application. A survey was conducted among the 2005 program participants to gather data on the pilot and obtain lessons learned for this pilot. The survey participation rate was 40 percent.

Significant changes were necessary to modify the 2005 pilot to a statewide program. Specific changes were:

- Mentor-mentee assignments were based on needs of the mentee(s). However, regional program location assignments were based on the location of the mentor.
- Provided mentoring training.
- Obtained buy-in from division/unit/branch/section to ensure participation.
- Increased accountability for all participants.
- Allowed lunch time to be a networking opportunity rather than work session.
- Increased number and duration of learning sessions, and expanded curriculum topics.
- Required reporting of activities apart from monthly sessions.
- Created four regional programs (Central, Eastern, Western, and Raleigh/Wake County) with identical programs.
- Modified name of program to reflect emphasis on professional development.
- Utilization of outside faculty. Office of State Personnel (OSP) provided faculty at no additional cost. For the November Learning Session, the Myers-Briggs Type Indicator assessment, NCDOT paid for the assessment instrument and accompanying workbook. Learning session topics taught by OSP faculty

included Interviewing Skills & Communicating Your Way to Success; Life Skills – Balancing Professional and Personal Challenges; and Myers-Briggs Type Indicator Assessment.

- Hold Program Kick-off and Closing Celebrations

On October 25, 2007, Roberto Canales, P.E., Project Manager for the TMT issued to the DOT employee population via Distribution A, an email entitled, “NCDOT Talent Initiatives – Formal Mentorship Programs.” This email announced the Secretary’s approval of TMT’s recommendation to develop a department-wide mentoring program to enable the “DOT to transform to a coaching culture that builds an effective workforce for the future.” Part of this effort was the reinstatement of the Raleigh-based Female Mentoring Program, which was initiated in 2005 as a pilot. The 2005 pilot was modified for a statewide application and named a pilot because no mentoring programs had been available to employees outside of the Raleigh area.

Prior to the program’s announcement, a concerted marketing effort was made to enlist the support of senior and executive management. Workgroup members made program presentations to Commission Bill Gore (DMV), Jon Nance (DOH), and Debbie Barbour (DOH) to enlist support. In addition, overviews of the pilot program were presented at the DOH Operations Staff Meeting and the One DMV meeting. DOH and DMV were selected for these targeted marketing efforts because the greatest potential of participants worked in these divisions. A Distribution A presented to the DOT employee population the program in January and the kick-off celebration was held on February 26, 2008.

The demographics of the Pilot Female Mentoring & Development Program were as follows:

- 29 mentors – initial, 30 – at program end.
- 31 mentees – initial, 28 – at program end. Two participants left the Department for other job opportunities.
- Participants were from BSIPS Center, Communications Office, DOH, DMV, Fiscal Division, General Services Division, Information Technology, Office of Civil Rights & Business Development, Office of Environmental Quality, and Secretary’s Office.
- Classifications include administrative, technical, financial, and customer-service oriented.
- Three regions: Raleigh/Wake County, Eastern, and Central. The few participants from the Western Region were absorbed into the Central Region.

A mid-term survey was conducted to assess the program’s effectiveness for the first six months. The survey was launched utilizing *Survey Monkey* with a participation window that extended from July 10, 2008 through July 18, 2008. The overall survey participation rate was 73 percent (Mentors – 73 percent and Mentees – 72 percent). Survey was composed of 24 questions: 14 short-answer type questions, eight 5-point Likert Scale questions, and two three-point Likert Scale questions. A copy of the survey with the raw data is attached in Appendix A.

Overwhelmingly, survey participants stated that they would serve as mentors: 95.5 percent of mentors stated that they would serve as mentors again and 80 percent of mentees stated that they would be willing to serve as mentors in the future. The program’s effectiveness in meeting the needs of the participants also received stellar marks: 52.4 percent of the mentors rated the program as effective in meeting their needs while 47.6 percent rated the program as very effective. Similarly, 45 percent of mentees rated the program as effective in meeting their needs while 55 percent rated the program as very effective for the same category.

73 percent of mentors and 76 percent of mentees believed that their relationship would continue after the program concludes. This indicates that once the formal/planned mentoring program ends, participants will still engage in an informal mentoring relationship.

Final program surveys were launched in November. Surveys were developed for mentors, mentees, and the supervisors of the participants. Supervisors' input was solicited to understand perceptions and observations of the program from outsiders. As with the mid-term program survey, *Survey Monkey* was the survey vehicle. The participation window began on November 17th and ended on December 4th.

As mentioned, three surveys were launched: separate surveys for mentors, mentees, and supervisors were created and links to the specific survey was provided in an email. Surveys for mentors and mentees were composed of 29 questions: 10 multiple choice questions, seven short-answer questions; three yes/no questions; seven five-point Likert scale questions and two three-point Likert scale questions. Fourteen questions comprised the survey for the supervisors: four multiple choice questions, four short-answer questions, one yes/no question, three five-point Likert scale questions, and two three-point Likert scale questions. Overall participation for the final program surveys was excellent: 44 percent for the supervisors; 67 percent for the mentors; and 86 percent for the mentees. Average participation rate for the program participants was 76 percent.

The final program survey results indicated that 75 percent of mentees have worked in state government and the Department for 5 years or less. Conversely, 55 percent of the mentors have worked for the Department 10 years or less and 95 percent of the mentors have worked in state government for at least 25 years. Careers represented were equally distributed with 40 percent of mentors and 45.8 percent of mentees in administrative positions; 15 percent of mentors and 12.5 percent of mentees in customer service positions; and 45 percent of mentors and 45.8 percent of mentees in technical fields.

Generally, individual course evaluations for the learning sessions indicated a desire for the curriculum to continue in a statewide mentoring program. Curriculum topics were Invisible Rules: Men, Women, & Teams and Team Building; It's Your Career! Take Charge! State Application, Employee Profiles, & Merit-based Hiring; DOT Organizational Overview & Career Day Panel; Transformation Overview and Status, TMT Talent Management Update: Results-based Performance Management, Performance Metrics, and HR Initiatives; Conflict Resolution & Negotiation Strategies; Leadership Skills; Interviewing Skills & Communicating Your Way to Success; Life Skills – Balancing Professional and Personal Challenges; and Myers-Briggs Type Indicator Assessment.

Concerning the curriculum, mentors ranked the session topics most beneficial to their career development as 52.6 percent – Invisible Rules: Men, Women, and Teams, and Team Building and Myers-Briggs Type Indicator Assessment; 26.3 percent – Conflict Resolution and Negotiation Strategies and Life Skills – Balancing Professional and Personal Challenges; and 21.1 percent – It's Your Career! Take Charge! State Application, Employee Profiles, and Merit-based Hiring. 36.8 percent of mentors felt that all of the session topics were beneficial to their career development. Mentees surveyed ranked the session topics most beneficial to their career development as follows: 50 percent - Invisible Rules: Men, Women, and Teams, and Team Building; 29.2 percent – Myers-Briggs Type Indicator Assessment; and 25 percent - Conflict Resolution and Negotiation Strategies; and Leadership Skills. Nearly 63 percent of mentees surveyed felt that all of the session topics were beneficial to their career development.

The TMT Talent Management Update: Results-based Performance Management, Performance Metrics, and HR Initiatives was considered by mentors surveyed as the session topic least beneficial to their career development with 47.4 percent. Mentees concurred with 54.2 percent surveyed ranking it as the session topic least beneficial to their career development. It is anticipated that this course would not be offered in the statewide mentoring program as the formal TMT effort has been completed.

89.5 percent of mentors stated that they would be willing to serve as mentors again and 87.5 percent of the mentees stated that they would serve as mentors. It is expected that many of the program participants will consider serving as mentors in the statewide mentoring program.

As stated earlier, supervisors of participants were asked to complete the final survey of the program. The participation rate of their survey was 44 percent. 87.5 percent of surveyed supervisors had never had an employee under their purview to participate in a mentoring program. Most promising was the response to the query, “How were office operations affected by this employee’s absence resulting from attending this program?” 100 percent of the respondents indicated that office operations were minimally affected, if at all (62.5 percent – minimally and 37.5 percent – not at all). Although 40 percent of the supervisors were neutral in observing a positive change in their employees upon return from the monthly learning sessions, 60 percent strongly agreed and agreed that their employees’ performance had improved since participating in the program. Equal percentages (46.7 percent) were likely and very likely to recommend another employee to participate in a mentoring program. This indicates an opportunity exists to work with our leadership in recognizing the importance of employee development and the responsibility of leadership to create an environment for that development to occur. 93.9 percent strongly agreed and agreed that employee development opportunities are essential in achieving the Department’s goals of “Making our organization a place that works well” and “Making our organization a great place to work.”

Mentors surveyed rated the overall effectiveness of the program as “very effective” at 84.2 percent and mentee respondents rated the program’s overall effectiveness at 83.3 percent.

Recommendations

As an affinity group, female employees have unique needs and concerns that should be addressed in a safe environment. A mentoring program specifically designated for this special demographic has proven successful in creating a forum where female employees can candidly and openly discuss issues of particular concern to them. Participants have indicated on evaluation forms and stated in the learning sessions that this gender-based program should continue. However responses in the mid-term survey were mixed. Below is a sampling of responses to the mid-term survey question, *What is your opinion of gender-based programs within a framework of a department-wide mentoring program for all employees?*

- I think that gender-based programs would be a great addition to the department-wide mentoring program. They offer environments for individual growth and encouragement that otherwise would not be there. (Mentee)
- I do not support them or any other mentor program that singles out specific commonality in general. ...I am looking forward to the non-gender, non-race based programs that have been promised in the future. (Mentor)
- I think it’s important to allow options – offer both gender-based (female mentoring) and men/women mentoring and let [the] applicant decide which arrangement is best suited to his/her needs. (Mentee)
- Women encounter a unique set of “problems” in the corporate world. This mentoring program is critical to helping develop the talented diversity that [the] department seeks. I think confidence and awareness are fundamental building blocks for these women. (Mentor)

In the final survey, participants’ opinions of gender-based mentoring were sought again, as well as an assessment if that opinion had changed since the mid-term program survey. 88.9 percent of mentor and 87.5 percent of mentee respondents indicated that their opinions had not changed since the mid-term program survey. It appears that the challenge of establishing a statewide mentoring program for all employees is accommodating the needs of female employees within the framework of a gender-neutral mentoring environment. Complete survey responses are provided in Appendix A.

At the program’s announcement, an email was received by Alfred Griffin, an NCDOT Employee Relations Representative, threatening to file a charge of discrimination against the agency. A copy of the email is attached in

Appendix B. Mr. Griffin contended that race- or gender-based employment programs were illegal absent a bona fide occupational qualification. The Department must be advised if affinity-based programs can be legally incorporated within the mentoring and coaching culture it is trying to create.

In a statewide effort to improve development opportunities for female managers, OSP established the Leadership Institute for Female Employees (LIFE). The program is located on the campus of North Carolina Central University and includes a curriculum focused on the development and honing of leadership skills. After the initial weeklong program, participants meet monthly for five months to complete a team project in which they demonstrate the leadership competencies learned. The Department has only allowed two female managers (one in 2006 and 2007, respectively) to participate in the program since LIFE's inception in 2005. This program should be included in the training opportunities offered to female managers and leaders, and should be used as a recruitment and retention tool. The Department should focus greater effort on the development strategies and programs to enable the Department to meet its EEO goals for female employees. Data collected through OSP and within the agency support such action.

Mentoring is only one component of the leadership framework. The workgroup assigned with the task of establishing a mentoring culture in the Department has identified the following challenges: gaining and maintaining active leadership involvement and support, navigating a changing political landscape, establishing permanent program responsibility, establishing appropriate program resources, increasing program capacity while ensuring quality, involving more field personnel while managing travel/budget/time constraints, implementing a multicultural program while being sensitive to personal preferences, and monitoring mentor-mentee participation. This pilot can provide some recommendations to address the identified challenges and also offer a successful paradigm for the statewide mentoring program to adapt.

Overall Program Survey - Mentees

1. What type of position are you currently in?			
		Response Percent	Response Count
Administrative/Clerical	<div><div></div></div>	45.8%	11
Customer Service	<div><div></div></div>	12.5%	3
Legal		0.0%	0
Legislative		0.0%	0
Technical	<div><div></div></div>	45.8%	11
	answered question		24
	skipped question		0

2. How many years have you been in your current position?			
		Response Percent	Response Count
Less than 1 year	<div><div></div></div>	16.7%	4
1 - 5 years	<div><div></div></div>	79.2%	19
6 - 15 years	<div><div></div></div>	4.2%	1
16 - 25 years		0.0%	0
more than 25 years		0.0%	0
	answered question		24
	skipped question		0

3. How many years have you worked for State Government?			
		Response Percent	Response Count
Less than 1 year		0.0%	0
1 - 5 years	<div></div>	75.0%	18
6 - 15 years	<div></div>	12.5%	3
16 - 25 years	<div></div>	12.5%	3
more than 25 years		0.0%	0
	answered question		24
	skipped question		0

4. How many years have you worked for the Department of Transportation?			
		Response Percent	Response Count
Less than 1 year		0.0%	0
1 - 5 years	<div></div>	75.0%	18
6 - 15 years	<div></div>	16.7%	4
16 - 25 years	<div></div>	8.3%	2
more than 25 years		0.0%	0
	answered question		24
	skipped question		0

5. To what region were you assigned for the program?			
		Response Percent	Response Count
Central Region	<div><div></div></div>	12.5%	3
Eastern Region	<div><div></div></div>	20.8%	5
Raleigh Group	<div><div></div></div>	66.7%	16
	answered question		24
	skipped question		0

6. How did you learn about the program?			
		Response Percent	Response Count
Distribution A from TMT	<div><div></div></div>	54.2%	13
From a co-worker	<div><div></div></div>	20.8%	5
From management	<div><div></div></div>	41.7%	10
At a Q&A Session with the Secretary	<div><div></div></div>	4.2%	1
Other (please specify)		0.0%	0
	answered question		24
	skipped question		0

7. Please indicate the type(s) of interaction with your mentor that occurred outside of the monthly learning sessions.				
			Response Percent	Response Count
Telephone	<div><div></div></div>		62.5%	15
Email	<div><div></div></div>		83.3%	20
In person	<div><div></div></div>		79.2%	19
Other	<div><div></div></div>		8.3%	2
Please specify				3
	answered question			24
	skipped question			0

8. How often did you interact with your mentor outside of the monthly learning session?				
			Response Percent	Response Count
None	<div><div></div></div>		8.3%	2
1 - 3 times	<div><div></div></div>		50.0%	12
4 - 8 times	<div><div></div></div>		29.2%	7
more than 8 times	<div><div></div></div>		12.5%	3
	answered question			24
	skipped question			0

9. What did you do in your sessions that occurred outside of the monthly learning sessions?		
		Response Count
		19
	answered question	19
	skipped question	5

10. Would you be willing to serve as a mentor?			
		Response Percent	Response Count
Yes	<div><div></div></div>	87.5%	21
No	<div><div></div></div>	12.5%	3
answered question			24
skipped question			0

11. I believe that I spent quality time with my mentor outside of the monthly learning sessions.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
11.	8.3% (2)	54.2% (13)	25.0% (6)	4.2% (1)	8.3% (2)	2.50	24
answered question							24
skipped question							0

12. I believe that the skill set of my mentor adequately matched my needs.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
12.	54.2% (13)	25.0% (6)	4.2% (1)	12.5% (3)	4.2% (1)	1.88	24
answered question							24
skipped question							0

13. I believe that she was comfortable with our relationship.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
13.	45.8% (11)	29.2% (7)	20.8% (5)	4.2% (1)	0.0% (0)	1.83	24
answered question							24
skipped question							0

14. Please rate the effectiveness of your mentor.					
	Very Effective	Effective	Not Effective	Rating Average	Response Count
14.	45.8% (11)	33.3% (8)	20.8% (5)	1.75	24
	answered question				24
	skipped question				0

15. Please elaborate on the effectiveness rating of your mentor.		
		Response Count
		24
	answered question	24
	skipped question	0

16. Do you wish that you could have been assigned to another mentor?			
		Response Percent	Response Count
Yes	<div><div></div></div>	20.8%	5
No	<div><div></div></div>	79.2%	19
	Please explain why.		13
	answered question		24
	skipped question		0

17. I believe that my relationship with my mentor will continue after the program concludes.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
17.	37.5% (9)	33.3% (8)	8.3% (2)	8.3% (2)	12.5% (3)	2.25	24
	answered question						24
	skipped question						0

18. Which session topics were most beneficial to your career development? You may select up to three.			
		Response Percent	Response Count
Invisible Rules: Men, Women, and Teams and Team building	<div><div></div></div>	50.0%	12
It's Your Career! Take Charge! State Application, Employee Profiles, and Merit-Based Hiring	<div><div></div></div>	20.8%	5
DOT Organizational Overview & Career Day Panel	<div><div></div></div>	12.5%	3
TMT Talent Management Update: Results-Based Performance Management, Performance Metrics, and HR Initiatives	<div><div></div></div>	0.0%	0
Conflict Resolution and Negotiation Strategies	<div><div></div></div>	25.0%	6
Leadership Skills	<div><div></div></div>	25.0%	6
Interviewing Skills & Communicating Your Way To Success	<div><div></div></div>	16.7%	4
Life Skills - Balancing Professional and Personal Challenges	<div><div></div></div>	20.8%	5
Myers-Briggs Type Indicator Assessment	<div><div></div></div>	29.2%	7
All of the session topics were beneficial to my career development.	<div><div></div></div>	62.5%	15
	answered question		24
	skipped question		0

19. Which session topics were least beneficial to your career development? You may select up to three.			
		Response Percent	Response Count
Invisible Rules: Men, Women, and Teams and Team building		0.0%	0
It's Your Career! Take Charge! State Application, Employee Profiles, and Merit-Based Hiring	<div><div></div></div>	12.5%	3
DOT Organizational Overview & Career Day Panel	<div><div></div></div>	37.5%	9
TMT Talent Management Update: Results-Based Performance Management, Performance Metrics, and HR Initiatives	<div><div></div></div>	54.2%	13
Conflict Resolution and Negotiation Strategies	<div><div></div></div>	12.5%	3
Leadership Skills		0.0%	0
Interviewing Skills & Communicating Your Way To Success		0.0%	0
Life Skills - Balancing Professional and Personal Challenges	<div><div></div></div>	16.7%	4
Myers-Briggs Type Indicator Assessment	<div><div></div></div>	8.3%	2
None of the session topics were beneficial to my career development.	<div><div></div></div>	4.2%	1
	answered question		24
	skipped question		0

20. I believe that the 4-hour duration was sufficient for the monthly learning sessions.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
20.	25.0% (6)	66.7% (16)	4.2% (1)	0.0% (0)	4.2% (1)	1.92	24
	answered question						24
	skipped question						0

21. I believe that after each session I learned something that I could apply to my work situation.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
21.	50.0% (12)	41.7% (10)	4.2% (1)	4.2% (1)	0.0% (0)	1.63	24
	answered question						24
	skipped question						0

22. I believe that the sessions prepared me for career growth & development.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
22.	62.5% (15)	33.3% (8)	4.2% (1)	0.0% (0)	0.0% (0)	1.42	24
	answered question						24
	skipped question						0

23. Identify any courses that were not offered that should have been.			Response Count
			8
	answered question		8
	skipped question		16

24. Identify any courses that were offered that should not have been.			Response Count
			10
	answered question		10
	skipped question		14

25. What is your opinion of gender-based programs within the framework of a department-wide mentoring program for all employees?		
		Response Count
		20
	<i>answered question</i>	20
	<i>skipped question</i>	4

26. Has your opinion changed since the Mid-Term Program Survey?			
		Response Percent	Response Count
Yes	<div><div></div></div>	12.5%	3
No	<div><div></div></div>	87.5%	21
		<i>answered question</i>	24
		<i>skipped question</i>	0

27. Share your ideas to improve this program.		
		Response Count
		13
	<i>answered question</i>	13
	<i>skipped question</i>	11

28. Please rate the overall effectiveness of this program.					
	Very Effective	Effective	Not Effective	Rating Average	Response Count
28.	83.3% (20)	16.7% (4)	0.0% (0)	1.17	24
Please elaborate.					17
	<i>answered question</i>				24
	<i>skipped question</i>				0

29. Please share any additional comments or concerns.		
		Response Count
		12
	<i>answered question</i>	12
	<i>skipped question</i>	12

Overall Program Survey - Mentors

1. What type of position are you currently in?			
		Response Percent	Response Count
Administrative/Clerical	<div><div></div></div>	40.0%	8
Customer Service	<div><div></div></div>	15.0%	3
Legal		0.0%	0
Legislative		0.0%	0
Technical	<div><div></div></div>	45.0%	9
	answered question		20
	skipped question		0

2. How many years have you been in your current position?			
		Response Percent	Response Count
Less than 1 year	<div><div></div></div>	25.0%	5
1 - 5 years	<div><div></div></div>	30.0%	6
6 - 15 years	<div><div></div></div>	35.0%	7
16 - 25 years	<div><div></div></div>	10.0%	2
more than 25 years		0.0%	0
	answered question		20
	skipped question		0

3. How many years have you worked for State Government?			
		Response Percent	Response Count
Less than 1 year		0.0%	0
1 - 5 years		0.0%	0
6 - 15 years	<div></div>	45.0%	9
16 - 25 years	<div></div>	50.0%	10
more than 25 years	<div></div>	5.0%	1
	<i>answered question</i>		20
	<i>skipped question</i>		0

4. How many years have you worked for the Department of Transportation?			
		Response Percent	Response Count
Less than 1 year		0.0%	0
1 - 5 years	<div></div>	5.0%	1
6 - 15 years	<div></div>	50.0%	10
16 - 25 years	<div></div>	40.0%	8
more than 25 years	<div></div>	5.0%	1
	<i>answered question</i>		20
	<i>skipped question</i>		0

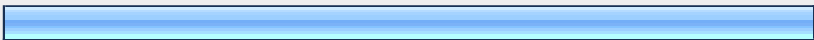

5. To what region were you assigned for the program?			
		Response Percent	Response Count
Central Region	<div><div></div></div>	20.0%	4
Eastern Region	<div><div></div></div>	25.0%	5
Raleigh Group	<div><div></div></div>	55.0%	11
	answered question		20
	skipped question		0

6. How did you learn about the program?			
		Response Percent	Response Count
Distribution A from TMT	<div><div></div></div>	57.9%	11
From a co-worker		0.0%	0
From management	<div><div></div></div>	42.1%	8
At a Q&A Session with the Secretary		0.0%	0
Other (please specify)	<div><div></div></div>	10.5%	2
	answered question		19
	skipped question		1

7. Please indicate the type(s) of interaction with your mentee(s) that occurred outside of the monthly learning sessions.			
		Response Percent	Response Count
Telephone	<div><div></div></div>	84.2%	16
Email	<div><div></div></div>	84.2%	16
In person	<div><div></div></div>	78.9%	15
Other	<div><div></div></div>	10.5%	2
Please specify			2
	answered question		19
	skipped question		1

8. How often did you interact with your mentee(s) outside of the monthly learning session?			
		Response Percent	Response Count
None		0.0%	0
1 - 3 times	<div><div></div></div>	42.1%	8
4 - 8 times	<div><div></div></div>	42.1%	8
more than 8 times	<div><div></div></div>	15.8%	3
	answered question		19
	skipped question		1

9. What did you do in your sessions that occurred outside of the monthly learning sessions?		
		Response Count
		18
	answered question	18
	skipped question	2

10. Would you be willing to serve as a mentor again?			
		Response Percent	Response Count
Yes		89.5%	17
No		10.5%	2
answered question			19
skipped question			1

11. I believe that I spent quality time with my mentee(s) outside of the monthly learning sessions.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
11.	15.8% (3)	31.6% (6)	31.6% (6)	21.1% (4)	0.0% (0)	2.58	19
answered question							19
skipped question							1

12. I believe that my skill set adequately matched the needs of my mentee(s).							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
12.	15.8% (3)	63.2% (12)	21.1% (4)	0.0% (0)	0.0% (0)	2.05	19
answered question							19
skipped question							1





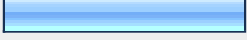
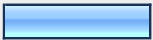
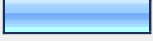

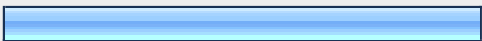
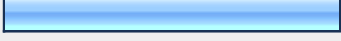
13. I believe that she was comfortable with our relationship.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
13.	31.6% (6)	47.4% (9)	15.8% (3)	5.3% (1)	0.0% (0)	1.95	19
answered question							19
skipped question							1




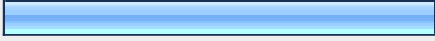
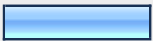

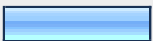
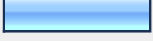
14. How would you rate your effectiveness as a mentor?					
	Very Effective	Effective	Not Effective	Rating Average	Response Count
14.	5.3% (1)	84.2% (16)	10.5% (2)	2.05	19
	answered question				19
	skipped question				1

15. Please elaborate on your effectiveness rating.		
		Response Count
		19
	answered question	19
	skipped question	1

16. Do you wish that you could have been assigned to another mentee?			
		Response Percent	Response Count
Yes		0.0%	0
No	<div></div>	100.0%	19
Please explain why.			12
	answered question		19
	skipped question		1

17. I believe that my relationship with my mentee(s) will continue after the program concludes.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
17.	31.6% (6)	42.1% (8)	15.8% (3)	10.5% (2)	0.0% (0)	2.05	19
	answered question						19
	skipped question						1

18. Which session topics were most beneficial to your career development? You may select up to three.			
		Response Percent	Response Count
Invisible Rules: Men, Women, and Teams and Team building		52.6%	10
It's Your Career! Take Charge! State Application, Employee Profiles, and Merit-Based Hiring		21.1%	4
DOT Organizational Overview & Career Day Panel		15.8%	3
TMT Talent Management Update: Results-Based Performance Management, Performance Metrics, and HR Initiatives		5.3%	1
Conflict Resolution and Negotiation Strategies		26.3%	5
Leadership Skills		15.8%	3
Interviewing Skills & Communicating Your Way To Success		15.8%	3
Life Skills - Balancing Professional and Personal Challenges		26.3%	5
Myers-Briggs Type Indicator Assessment		52.6%	10
All of the session topics were beneficial to my career development.		36.8%	7
	answered question		19
	skipped question		1

19. Which session topics were least beneficial to your career development? You may select up to three.			
		Response Percent	Response Count
Invisible Rules: Men, Women, and Teams and Team building		10.5%	2
It's Your Career! Take Charge! State Application, Employee Profiles, and Merit-Based Hiring		21.1%	4
DOT Organizational Overview & Career Day Panel		15.8%	3
TMT Talent Management Update: Results-Based Performance Management, Performance Metrics, and HR Initiatives		47.4%	9
Conflict Resolution and Negotiation Strategies		0.0%	0
Leadership Skills		15.8%	3
Interviewing Skills & Communicating Your Way To Success		0.0%	0
Life Skills - Balancing Professional and Personal Challenges		5.3%	1
Myers-Briggs Type Indicator Assessment		15.8%	3
None of the session topics were beneficial to my career development.		15.8%	3
	answered question		19
	skipped question		1

20. I believe that the 4-hour duration was sufficient for the monthly learning sessions.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
20.	16.7% (3)	72.2% (13)	0.0% (0)	5.6% (1)	5.6% (1)	2.11	18
	answered question						18
	skipped question						2

21. I believe that after each session I learned something that I could apply to my work situation.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
21.	36.8% (7)	57.9% (11)	0.0% (0)	5.3% (1)	0.0% (0)	1.74	19
	answered question						19
	skipped question						1

22. I believe that the sessions prepared me for career growth & development.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
22.	42.1% (8)	52.6% (10)	5.3% (1)	0.0% (0)	0.0% (0)	1.63	19
	answered question						19
	skipped question						1

23. Identify any courses that were not offered that should have been.		
		Response Count
		6
	answered question	6
	skipped question	14

24. Identify any courses that were offered that should not have been.		
		Response Count
		8
	answered question	8
	skipped question	12

25. What is your opinion of gender-based programs within the framework of a department-wide mentoring program for all employees?		
		Response Count
		17
	<i>answered question</i>	17
	<i>skipped question</i>	3

26. Has your opinion changed since the Mid-Term Program Survey?			
		Response Percent	Response Count
Yes	<div><div></div></div>	11.1%	2
No	<div><div></div></div>	88.9%	16
		<i>answered question</i>	18
		<i>skipped question</i>	2

27. Share your ideas to improve this program.		
		Response Count
		15
	<i>answered question</i>	15
	<i>skipped question</i>	5

28. Please rate the overall effectiveness of this program.					
	Very Effective	Effective	Not Effective	Rating Average	Response Count
28.	84.2% (16)	15.8% (3)	0.0% (0)	1.16	19
Please elaborate.					12
	<i>answered question</i>				19
	<i>skipped question</i>				1

29. Please share any additional comments or concerns.		
		Response Count
		13
	<i>answered question</i>	13
	<i>skipped question</i>	7

Overall Program Survey - Management

1. What type of position is your employee in?			
		Response Percent	Response Count
Administrative/Clerical	<div><div></div></div>	31.3%	5
Customer Service	<div><div></div></div>	6.3%	1
Legal		0.0%	0
Legislative		0.0%	0
Technical	<div><div></div></div>	75.0%	12
	answered question		16
	skipped question		0

2. How many years have you managed this employee?			
		Response Percent	Response Count
Less than 1 year	<div><div></div></div>	6.3%	1
1 - 5 years	<div><div></div></div>	75.0%	12
6 - 15 years	<div><div></div></div>	18.8%	3
16 - 25 years		0.0%	0
more than 25 years		0.0%	0
	answered question		16
	skipped question		0

3. Is this the first employee under your purview who has participated in a mentoring program?			
		Response Percent	Response Count
Yes	<div><div></div></div>	87.5%	14
No	<div><div></div></div>	12.5%	2
answered question			16
skipped question			0

4. How many employees from your unit participated in this program?		
		Response Count
		16
	answered question	16
	skipped question	0

5. How did you learn about the program?			
		Response Percent	Response Count
Distribution A from TMT	<div><div></div></div>	37.5%	6
From a co-worker	<div><div></div></div>	6.3%	1
From management	<div><div></div></div>	37.5%	6
At a Q&A Session with the Secretary		0.0%	0
Other (please specify)	<div><div></div></div>	18.8%	3
answered question			16
skipped question			0

6. Were your employees mentors, mentees, or a combination of both?				
			Response Percent	Response Count
Mentors	<div><div></div></div>		31.3%	5
Mentees	<div><div></div></div>		56.3%	9
Combination of both	<div><div></div></div>		12.5%	2
	answered question			16
	skipped question			0

7. How were office operations affected by this employee's absence resulting from attending this program?					
	Extensively	Minimally	Not at all	Rating Average	Response Count
7.	0.0% (0)	62.5% (10)	37.5% (6)	2.38	16
	answered question				16
	skipped question				0

8. I could see a positive change in my employee after she returned from the monthly learning sessions.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
8.	20.0% (3)	33.3% (5)	40.0% (6)	6.7% (1)	0.0% (0)	2.33	15
	answered question						15
	skipped question						1

9. I believe that my employee's performance has improved since participating in the program.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
9.	13.3% (2)	46.7% (7)	40.0% (6)	0.0% (0)	0.0% (0)	2.27	15
	answered question						15
	skipped question						1

10. How likely are you to recommend another employee to participate in a mentoring program?					
	Very Likely	Likely	Not Likely	Rating Average	Response Count
10.	46.7% (7)	46.7% (7)	6.7% (1)	1.60	15
	answered question				15
	skipped question				1

11. I believe that employee development opportunities are essential in achieving the Department's goals of "Making our organization a place that works well" and "Making our organization a great place to work."							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
11.	60.0% (9)	33.3% (5)	6.7% (1)	0.0% (0)	0.0% (0)	1.47	15
	answered question						15
	skipped question						1

12. What is your opinion of gender-based programs within the framework of a department-wide mentoring program for all employees?	
	Response Count
	10
	answered question 10
	skipped question 6

13. Share your ideas to improve this program.	
	Response Count
	7
	answered question 7
	skipped question 9

14. Please share any additional comments or concerns.		
		Response Count
		5
	<i>answered question</i>	5
	<i>skipped question</i>	11

Mentees 2008 Mid-term Survey

1. Did you know your mentor before the program began?			
		Response Percent	Response Count
Yes	<div><div></div></div>	14.3%	3
No	<div><div></div></div>	85.7%	18
answered question			21
skipped question			0

2. Besides the monthly learning sessions, how often do you interact with your mentor?		
		Response Count
		20
answered question		20
skipped question		1

3. Describe the type of interaction that occurs outside of the monthly learning sessions.		
		Response Count
		20
answered question		20
skipped question		1

4. What do you do in your sessions that occur outside of the monthly learning sessions?		
		Response Count
		19
answered question		19
skipped question		2

5. Would you be willing to serve as a mentor in the near future?			
		Response Percent	Response Count
Yes	<div><div></div></div>	80.0%	16
No	<div><div></div></div>	20.0%	4
answered question			20
skipped question			1

6. I believe that I spend quality time with my mentor outside of the monthly learning sessions.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
6	28.6% (6)	28.6% (6)	28.6% (6)	4.8% (1)	9.5% (2)	2.38	21
answered question							21
skipped question							0

7. I believe that the skill set of my mentor adequately matches my needs.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
7	42.9% (9)	23.8% (5)	23.8% (5)	0.0% (0)	9.5% (2)	2.10	21
answered question							21
skipped question							0

8. I believe that she is comfortable with our relationship.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
8	42.9% (9)	42.9% (9)	9.5% (2)	0.0% (0)	4.8% (1)	1.81	21
answered question							21
skipped question							0

9. Please rate the effectiveness of your mentor.					
	Very Effective	Effective	Not Effective	Rating Average	Response Count
9	42.9% (9)	42.9% (9)	14.3% (3)	1.71	21
	answered question				21
	skipped question				0

10. Please elaborate on the effectiveness rating of your mentor.		
		Response Count
		21
	answered question	21
	skipped question	0

11. I believe that my relationship with my mentor will continue after the program concludes.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
11	47.6% (10)	28.6% (6)	19.0% (4)	0.0% (0)	4.8% (1)	1.86	21
	answered question						21
	skipped question						0

12. If given the option, would you ask to be reassigned to another mentor?			
		Response Percent	Response Count
Yes	<div></div>	14.3%	3
No	<div></div>	85.7%	18
Please elaborate.			13
	answered question		21
	skipped question		0

13. I believe that the 4-hour duration is sufficient for the monthly learning sessions.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
13	19.0% (4)	57.1% (12)	9.5% (2)	9.5% (2)	4.8% (1)	2.24	21
	answered question						21
	skipped question						0

14. I believe that the session topics were relevant.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
14	61.9% (13)	38.1% (8)	0.0% (0)	0.0% (0)	0.0% (0)	1.38	21
	answered question						21
	skipped question						0

15. I believe that after each session I learned something that I could apply to my work situation.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
15	57.1% (12)	38.1% (8)	4.8% (1)	0.0% (0)	0.0% (0)	1.48	21
	answered question						21
	skipped question						0

16. I believe that the sessions are preparing me for career growth & development.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
16	71.4% (15)	23.8% (5)	4.8% (1)	0.0% (0)	0.0% (0)	1.33	21
	answered question						21
	skipped question						0

17. Identify any courses offered in the pilot that are also offered to the general employee population.		
		Response Count
		9
	<i>answered question</i>	9
	<i>skipped question</i>	12

18. Describe any challenges you face, have faced, or are facing with your mentor for which you feel ill-equipped to handle or for which you need assistance.		
		Response Count
		12
	<i>answered question</i>	12
	<i>skipped question</i>	9

19. Share any lessons learned in the establishment/development of your relationship with your mentor.		
		Response Count
		15
	<i>answered question</i>	15
	<i>skipped question</i>	6

20. What is your opinion of gender-based programs within the framework of a department-wide mentoring program for all employees?		
		Response Count
		18
	<i>answered question</i>	18
	<i>skipped question</i>	3

21. Identify areas of improvement for the pilot Female Mentoring & Development Program.		
		Response Count
		15
	<i>answered question</i>	15
	<i>skipped question</i>	6

22. As the Department moves towards developing a mentoring and coaching culture, share your ideas of what this culture should look like.		
		Response Count
		11
	<i>answered question</i>	11
	<i>skipped question</i>	10

23. How effective has this program been in meeting your needs?					
	Very Effective	Effective	Not Effective	Rating Average	Response Count
23	55.0% (11)	45.0% (9)	0.0% (0)	1.45	20
Please elaborate.					11
	<i>answered question</i>				20
	<i>skipped question</i>				1

24. Please share any additional comments or concerns.		
		Response Count
		8
	<i>answered question</i>	8
	<i>skipped question</i>	13

Mentors 2008 Mid-term Survey

1. Did you know your mentee before the program began?			
		Response Percent	Response Count
Yes	<div><div></div></div>	22.7%	5
No	<div><div></div></div>	77.3%	17
answered question			22
skipped question			0

2. Besides the monthly learning sessions, how often do you interact with your mentee?		
		Response Count
		22
answered question		22
skipped question		0

3. Describe the type of interaction that occurs outside of the monthly learning sessions.		
		Response Count
		22
answered question		22
skipped question		0

4. What do you do in your sessions that occur outside of the monthly learning sessions?		
		Response Count
		20
answered question		20
skipped question		2

5. Would you be willing to serve as a mentor again?			
		Response Percent	Response Count
Yes	<div><div></div></div>	95.5%	21
No	<div><div></div></div>	4.5%	1
answered question			22
skipped question			0

6. I believe that I spend quality time with my mentee outside of the monthly learning sessions.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
6	4.5% (1)	59.1% (13)	13.6% (3)	18.2% (4)	4.5% (1)	2.59	22
answered question							22
skipped question							0

7. I believe that my skill set adequately matches the needs of my mentee.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
7	19.0% (4)	57.1% (12)	23.8% (5)	0.0% (0)	0.0% (0)	2.05	21
answered question							21
skipped question							1

8. I believe that she is comfortable with our relationship.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
8	18.2% (4)	72.7% (16)	9.1% (2)	0.0% (0)	0.0% (0)	1.91	22
answered question							22
skipped question							0

9. Please rate your effectiveness as a mentor.					
	Very Effective	Effective	Not Effective	Rating Average	Response Count
9	9.1% (2)	90.9% (20)	0.0% (0)	1.91	22
	answered question				22
	skipped question				0

10. Please elaborate on the effectiveness rating of your performance as a mentor.		
		Response Count
		22
	answered question	22
	skipped question	0

11. I believe that my relationship with my mentee will continue after the program concludes.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
11	22.7% (5)	50.0% (11)	22.7% (5)	4.5% (1)	0.0% (0)	2.09	22
	answered question						22
	skipped question						0

12. If given the option, would you ask that your mentee be reassigned?			
		Response Percent	Response Count
Yes	<div></div>	9.1%	2
No	<div></div>	90.9%	20
Please elaborate.			7
	answered question		22
	skipped question		0

13. I believe that the 4-hour duration is sufficient for the monthly learning sessions.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
13	27.3% (6)	63.6% (14)	0.0% (0)	9.1% (2)	0.0% (0)	1.91	22
	<i>answered question</i>						22
	<i>skipped question</i>						0

14. I believe that the session topics were relevant.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
14	54.5% (12)	45.5% (10)	0.0% (0)	0.0% (0)	0.0% (0)	1.45	22
	<i>answered question</i>						22
	<i>skipped question</i>						0

15. I believe that after each session I learned something that I could apply to my work situation.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
15	45.5% (10)	45.5% (10)	9.1% (2)	0.0% (0)	0.0% (0)	1.64	22
	<i>answered question</i>						22
	<i>skipped question</i>						0

16. I believe that the sessions are preparing me for career growth & development.							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
16	45.5% (10)	36.4% (8)	18.2% (4)	0.0% (0)	0.0% (0)	1.73	22
	<i>answered question</i>						22
	<i>skipped question</i>						0

17. Identify any courses offered in the pilot that are also offered to the general employee population.		
		Response Count
		12
	<i>answered question</i>	12
	<i>skipped question</i>	10

18. Describe any challenges you face, have faced, or are facing with your mentee for which you feel ill-equipped to handle or for which you need assistance.		
		Response Count
		17
	<i>answered question</i>	17
	<i>skipped question</i>	5

19. Share any lessons learned in the establishment/development of your relationship with your mentee.		
		Response Count
		15
	<i>answered question</i>	15
	<i>skipped question</i>	7

20. What is your opinion of gender-based programs within the framework of a department-wide mentoring program for all employees?		
		Response Count
		21
	<i>answered question</i>	21
	<i>skipped question</i>	1

21. Identify areas of improvement for the pilot Female Mentoring & Development Program.		
		Response Count
		20
	<i>answered question</i>	20
	<i>skipped question</i>	2

22. As the Department moves towards developing a mentoring and coaching culture, share your ideas of what this culture should look like.		
		Response Count
		14
	<i>answered question</i>	14
	<i>skipped question</i>	8

23. How effective has this program been in meeting your needs?					
	Very Effective	Effective	Not Effective	Rating Average	Response Count
23	47.6% (10)	52.4% (11)	0.0% (0)	1.52	21
Please elaborate.					17
	<i>answered question</i>				21
	<i>skipped question</i>				1

24. Please share any additional comments or concerns.		
		Response Count
		10
	<i>answered question</i>	10
	<i>skipped question</i>	12

Mentees 2008 Mid-term Survey

Did you know your mentor before the program began?

Answer Options	Response Percent	Response Count
Yes	14.3%	3
No	85.7%	18
<i>answered question</i>		21
<i>skipped question</i>		0

Mentees 2008 Mid-term Survey		
Besides the monthly learning sessions, how often do you interact with your mentor?		
Answer Options	Response Count	
	20	
<i>answered question</i>	20	
<i>skipped question</i>	1	

Number	Response Date	Response Text
1	07/09/2008 20:52:00	on a weekly basis
2	07/10/2008 12:42:00	once a month
3	07/10/2008 13:46:00	At least once every two weeks
4	07/10/2008 13:59:00	5-15times a month
5	07/10/2008 14:21:00	About once a month
6	07/10/2008 18:47:00	e-mail is sent every so often
7	07/11/2008 19:32:00	Weekly
8	07/11/2008 21:11:00	1-2 times per month
9	07/14/2008 12:17:00	Twice to ask about departments that I was interviewing with and once for shadowing her in her job functions.
10	07/14/2008 12:31:00	Around two or three times per month
11	07/14/2008 13:24:00	Once or twice a month between learning sessions
12	07/14/2008 14:35:00	About once a month
13	07/14/2008 16:00:00	Maybe once outside of the sessions each month.
14	07/14/2008 18:55:00	Not very often
15	07/15/2008 18:06:00	monthly
16	07/15/2008 20:01:00	1 per month
17	07/15/2008 21:43:00	couple of times a month
18	07/18/2008 11:19:00	We have never met outside of the learning sessions. She seems extremely busy!
19	07/18/2008 12:51:00	At least once a month
20	07/18/2008 18:18:00	twice a month

Mentees 2008 Mid-term Survey		
Describe the type of interaction that occurs outside of the monthly learning sessions.		
Answer Options		Response Count
		20
	<i>answered question</i>	20
	<i>skipped question</i>	1

Number	Response Date	Response Text
1	07/09/2008 20:52:00	We contact each other on work related issues
2	07/10/2008 12:42:00	conversation, discussing current job positions and future job positions
3	07/10/2008 13:46:00	My mentor and I were friends before the mentoring program. We talk about work, friends, family and anything in between.
4	07/10/2008 13:59:00	one-on-one meetings, emails, phone calls
5	07/10/2008 14:21:00	Phone conversation
6	07/10/2008 18:47:00	none
7	07/11/2008 19:32:00	We e-mail or talk on the phone weekly.
8	07/11/2008 21:11:00	Casual conversations that encourage personal growth
9	07/14/2008 12:17:00	I phoned to ask about the follow up part of the interview. I had a few questions that I wanted to ask the interviewer and asked her first to make sure that they were appropriate to ask of the interviewer. In this way I got her advice before I made the phone call. I also shadowed her on board day, she takes the minutes at the meetings. There was a guest speaker so the regular session was not held so she invited me back for one of the other sessions.
10	07/14/2008 12:31:00	My mentor calls to see how things are going, if there are any questions that I have, or sometimes , she comes by to see me in person. We discuss how my career is going, and we also discuss my schooling.
11	07/14/2008 13:24:00	We usually meet for lunch and spend 1-2 hours together. Occasionally, we will communicate by email or phone also.
12	07/14/2008 14:35:00	We usually do lunch since we both are busy. It is usually an extended lunch 1.5 to 2 hours.
13	07/14/2008 16:00:00	We usually meet at lunch.
14	07/14/2008 18:55:00	We email and talk on the phone occasionally.
15	07/15/2008 18:06:00	Email communication, lunch
16	07/15/2008 20:01:00	We have lunch.
17	07/15/2008 21:43:00	phone calls and emails mostly
18	07/18/2008 11:19:00	an occasional phone call or e-mail, usually right before the next mentoring session
19	07/18/2008 12:51:00	We have discussions about different topics, career path, handling difficult situations etc.
20	07/18/2008 18:18:00	about twice a month we have 2 quick phone calls or emails to ask how each are doing

Mentees 2008 Mid-term Survey		
What do you do in your sessions that occur outside of the monthly learning sessions?		
Answer Options	Response Count	
	19	
<i>answered question</i>	19	
<i>skipped question</i>	2	

Number	Response Date	Response Text
1	07/09/2008 20:52:00	We talk about work related issues
2	07/10/2008 12:42:00	Have lunch and conversation.
3	07/10/2008 13:46:00	We go to lunch or sometimes just chat in each others offices.
4	07/10/2008 13:59:00	We discuss career options, networking skills, ways to cope with work.
5	07/10/2008 14:21:00	Strategize on career advancement; communications
6	07/10/2008 18:47:00	none
7	07/11/2008 21:11:00	Try to be more conscious of lessons learned and make an effort to practice them.
8	07/14/2008 12:17:00	Collect advice and shadow her in some of her job duties.
9	07/14/2008 12:31:00	Go to lunch and discuss current events and other issues related with work and school.
10	07/14/2008 13:24:00	We sometimes discuss what we went over in the learning session, but mostly it's more specific to what each of us are doing. I try to ask a lot of "why" and "how" questions.
11	07/14/2008 14:35:00	We talk about what is going on in our professional lives and sometimes personal. We usually talk about different work topics that I am having difficulty with, or need to brush-up on, co-worker issues, time-management, etc.
12	07/14/2008 16:00:00	Basically talk about past experiences at DOT good and bad, ways to improve certain skills, and I ask about any other programs that maybe beneficial to my career.
13	07/14/2008 18:55:00	Nothing
14	07/15/2008 18:06:00	Email, have lunch
15	07/15/2008 20:01:00	We discuss any questions/concerns I may have about my job and she relates experiences she feels might help me.
16	07/15/2008 21:43:00	talk about opportunities in training and advancement
17	07/18/2008 11:19:00	N/A
18	07/18/2008 12:51:00	We meet for lunch, before or after meetings we have discussions and she answers questions I have concerning career goals and encourages me.
19	07/18/2008 18:18:00	nothing- 2 calls

Mentees 2008 Mid-term Survey

Would you be willing to serve as a mentor in the near future?

Answer Options	Response Percent	Response Count
Yes	80.0%	16
No	20.0%	4
<i>answered question</i>		20
<i>skipped question</i>		1

Mentees 2008 Mid-term Survey							
I believe that I spend quality time with my mentor outside of the monthly learning sessions.							
Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
6	6	6	6	1	2	2.380952	21
						answered question	21
						skipped question	0

Mentees 2008 Mid-term Survey							
I believe that the skill set of my mentor adequately matches my needs.							
Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
7	9	5	5	0	2	2.095238	21
answered question						21	
skipped question						0	

Mentees 2008 Mid-term Survey							
I believe that she is comfortable with our relationship.							
Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
8	9	9	2	0	1	1.809524	21
						answered question	21
						skipped question	0

Mentees 2008 Mid-term Survey						
Please rate the effectiveness of your mentor.						
Answer Options		Very Effective	Effective	Not Effective	Rating Average	Response Count
	9	9	9	3	1.714286	21
				answered question		21
				skipped question		0

Mentees 2008 Mid-term Survey		
Please elaborate on the effectiveness rating of your mentor.		
Answer Options	Response Count	
	21	
	<i>answered question</i>	21
	<i>skipped question</i>	0

Number	Response Date	Response Text
1	07/09/2008 20:54:00	My mentor is very knowledgeable in her field. She has given considerable knowledge and our fields are so similar that we have helped each other in completing tasks
2	07/10/2008 12:44:00	Supportive, encouraging, but not challenging.
3	07/10/2008 12:52:00	She does not have some of the experiences that I was looking for in a mentor. As a new manager I was looking for guidance with disciplinary issues, etc...but she did provide me with reading/reference material.
4	07/10/2008 13:50:00	My mentor has been great! She's given me advice on everything my job entails. She's fair, honest and has a good work ethic.
5	07/10/2008 14:00:00	Receiving Tasha Johnson as my mentor was a blessing. She has and continues to enrichment my life as a DOT employee. She and others I have met are redeeming my impression of NCDOT.
6	07/10/2008 14:22:00	She has proven experience in "getting ahead" in organization
7	07/10/2008 18:49:00	I don't think that the 2 of us have connected very well.
8	07/11/2008 19:34:00	My mentor always has good advice and pushes me to strive to achieve more in my career.
9	07/11/2008 21:14:00	Sometimes what is needed may not be communicated as effectively as it could be.
10	07/14/2008 12:19:00	She has much experience with coming up through the ranks and having many people for her through the years.
11	07/14/2008 12:35:00	My mentor has took the time to teach me the proper way to address myself on my applications and how to sell myself as an educated, hard working individual.
12	07/14/2008 13:29:00	I believe that I can gain valuable knowledge and useful information from my mentor. She is very bright and a leader among women. I realize now, especially since we're already halfway through, that I need to spend as much time as possible with her and soak up all that I can!
13	07/14/2008 14:41:00	My mentor rocks! She has great knowledge of DOT and what it takes to be a good (if not great) employee. She has been invaluable the past few (difficult) months by giving me encouragement, advice, and the support that I have really needed. I am so thankful that am a part of this mentoring program and that I have the mentor that I have.
14	07/14/2008 16:03:00	She has given a lot feedback from a manager standpoint that could help me with my career goals.
15	07/14/2008 18:58:00	We do not have an opportunity to meet often enough.
16	07/15/2008 18:07:00	I think we are both really busy and struggle to find time to get together, but she is very supportive and has a lot of good advice.
17	07/15/2008 20:02:00	My mentor has a good way of bringing me out of my shell and discussing important work-related issues that will help me in my career.
18	07/15/2008 21:44:00	Mentor listens and recommends actions as needed.
19	07/18/2008 11:28:00	She could probably be an effective mentor if she had the time to devote to it. Most of our conversations have been about how busy work is and all that she has to do.
20	07/18/2008 18:37:00	This program being mentee driven... I think my mentor is effective in driving me to look at and consider ways to keep myself motives and at my best performance. She a person at times I can look for help in areas that she is stronger in. I can't ask her every thing. But she has knowledge- She has survived. Of anything - on some days I just want learn how to survive.
21	07/18/2008 20:20:00	My mentor has a gift for asking thought provoking questions which has enabled me to look at things from a different prospective. Conversations with her and suggestions she has given me have been very helpful and enlightening

Mentees 2008 Mid-term Survey

I believe that my relationship with my mentor will continue after the program concludes.

Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
1.1	10	6	4	0	1	1.857143	21
answered question							21
skipped question							0

Mentees 2008 Mid-term Survey			
If given the option, would you ask to be reassigned to another mentor?			
Answer Options	Response Percent	Response Count	
Yes	14.3%	3	
No	85.7%	18	
	Please elaborate.	13	
	answered question	21	
	skipped question	0	

Number	Response Date	Please elaborate.
1	07/09/2008 20:54:00	I feel that me and my mentor are well matched on so many levels besides having similar careers
2	07/10/2008 12:44:00	We have connected, and I am learning from her.
3	07/10/2008 12:52:00	I am comfortable with my mentor and we have developed a friendship.
4	07/10/2008 13:50:00	I respect my mentor and enjoy spending time with her.
5	07/10/2008 18:49:00	I just don't think that were I want to go in my career is the same as my mentor's
6	07/11/2008 19:34:00	I feel my mentor and I were matched up perfectly. We have a lot in common and I have really enjoyed getting to know her and feel she has a lot to offer.
7	07/11/2008 21:14:00	I know others that I would greatly learn from. I also think that others may be slightly more skilled in getting me to express my needs. This is not a deficiency in my current mentor it is my deficiency. So I don't know if it is fair to ask to be reassigned.
8	07/14/2008 12:19:00	I am pleased with the mentor I have. We also have many personal items in common.
9	07/14/2008 12:35:00	My mentor has done a great job taking me under her wing, I see no need for change.
10	07/14/2008 16:03:00	My mentor and I don't have a lot in common. Her experience at NCDOT is a lot different than mine. I would rather have someone who has had to deal with the struggles that I have had to deal with and help me overcome those struggles.
11	07/14/2008 18:58:00	I say this because, even though I think my mentor is a great person, my mentor is so busy and does not have the time to spend with me.
12	07/18/2008 11:28:00	If I would have known it would be this way early on in the program, then Yes-definitely, I would have asked to be reassigned. I tried to give her the benefit of the doubt and kept thinking it would get better! We're half way through the program now...
13	07/18/2008 18:37:00	I have to consider the limited participation in my area. In the beginning I would have consider someone outside my area, but I'm fine now. Let's just make the best of it. We get so much from monthly sessions that, it great synergy.

Mentees 2008 Mid-term Survey

I believe that the 4-hour duration is sufficient for the monthly learning sessions.

Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
13	4	12	2	2	1	2.238095	21
answered question							21
skipped question							0

Mentees 2008 Mid-term Survey

I believe that the session topics were relevant.

Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
14	13	8	0	0	0	1.380952	21
answered question							21
skipped question							0

Mentees 2008 Mid-term Survey

I believe that after each session I learned something that I could apply to my work situation.

Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
15	12	8	1	0	0	1.47619	21
answered question							21
skipped question							0

Mentees 2008 Mid-term Survey						
I believe that the sessions are preparing me for career growth & development.						
Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average
16	15	5	1	0	0	1.333333
						21
						21
						0

Mentees 2008 Mid-term Survey		
Identify any courses offered in the pilot that are also offered to the general employee population.		
Answer Options	Response Count	
	9	
answered question	9	
skipped question	12	

Number	Response Date	Response Text
1	07/09/2008 20:54:00	Interviewing skills
2	07/10/2008 12:46:00	TMT benefits
3	07/10/2008 13:04:00	Teams & Team Building?
4	07/10/2008 14:27:00	TMT Update, Leadership Skills, State Application/Merit Based Hiring (to Supervisors), Conflict Resolution
5	07/14/2008 12:20:00	I would not know.
6	07/14/2008 13:47:00	Not sure if these are the same or variances of the ones offered to general public: <input type="checkbox"/>
		Conflict/Negotiation; <input type="checkbox"/>
		Team Building; <input type="checkbox"/>
		Interviewing Skills; <input type="checkbox"/>
		Leadership Skills
7	07/14/2008 16:04:00	n/a
8	07/14/2008 18:58:00	NA
9	07/18/2008 11:29:00	Merit Based Hiring

Mentees 2008 Mid-term Survey		
Describe any challenges you face, have faced, or are facing with your mentor for which you feel ill-equipped to handle or for		
Answer Options	Response Count	12
	answered question	12
	skipped question	9

Number	Response Date	Response Text
1	07/10/2008 13:06:00	None.
2	07/10/2008 13:08:00	None.
3	07/10/2008 13:58:00	N/A
4	07/10/2008 14:10:00	None.
5	07/10/2008 14:40:00	N/A
6	07/14/2008 12:44:00	M<y mentor is there to help and guide me, we work together to solve issues.
7	07/14/2008 12:51:00	None.
8	07/14/2008 14:59:00	None
9	07/14/2008 16:06:00	n/a
10	07/14/2008 19:05:00	NA
11	07/18/2008 11:57:00	N/A
12	07/18/2008 19:00:00	none- our contact is limited

Mentees 2008 Mid-term Survey		
Share any lessons learned in the establishment/development of your relationship with your mentor.		
Answer Options	Response Count	
	15	
<i>answered question</i>	15	
<i>skipped question</i>	6	

Number	Response Date	Response Text
1	07/10/2008 13:06:00	Though her job is completely different than mine, we still have to deal with similar situations
2	07/10/2008 13:08:00	Learned to be aggressive, but not overbearing.
3	07/10/2008 13:58:00	N/A
4	07/10/2008 14:10:00	Learned how to stay calm and cool.
		The initial "get to know" was valuable in establishing relationship; stating my goals for mentoring program let her know my expectations; asking her about her job, concerns established mutual respect & trust. Also offering how I might be able to assist her (emailing self-assessments, sharing articles, books, etc) also strengthen relationship
5	07/10/2008 14:40:00	Be open, let your needs be known
6	07/11/2008 21:20:00	I have learned not to be so shy.
7	07/14/2008 12:44:00	We hit it off pretty well.
8	07/14/2008 12:51:00	Just be open. This wasn't a lesson I learned, it is just that that is the perspective I had coming into this and it really worked out.
9	07/14/2008 14:59:00	She has introduced me to eating sushi as well as helping understand what managers look for in an employee.
10	07/14/2008 16:06:00	Keep in touch! Ask lots of questions!
11	07/14/2008 18:33:00	NA
12	07/14/2008 19:05:00	It is good to be open-minded about your mentor/mentee, especially if they are different from you. They may have an interesting perspective on things that you do not.
13	07/15/2008 20:07:00	N/A
14	07/18/2008 11:57:00	In addition to having each other work number we have each other cell phone number- it really helps, because I am really limited at what I can say at work.
15	07/18/2008 19:00:00	

Mentees 2008 Mid-term Survey		
What is your opinion of gender-based programs within the framework of a department-wide mentoring program for all		
Answer Options	Response Count	
	18	
answered question		18
skipped question		3

Number	Response Date	Response Text
1	07/10/2008 13:06:00	I think it is an excellent idea.
2	07/10/2008 13:08:00	I agree with them, and believe they add integrity and strength. They allow individuals to better understand themselves, as well as others.
3	07/10/2008 13:58:00	I think gender-based programs would be a great addition to the department-wide mentoring program. They offer environments for individual growth and encouragement that otherwise would not be there.
4	07/10/2008 14:10:00	They are very helpful.
5	07/10/2008 14:40:00	I think it's important to allow options - offer both gender-based (female mentoring) and men/women mentoring and let applicant decide which arrangement is best suited to his/her needs.
6	07/10/2008 18:55:00	I think the gender-based programs are good b/c we as sometimes feel uncomfortable with the other gender. Gives us a chance to grow more.
7	07/11/2008 19:36:00	I think it's important to pair females together b/c we face different issues than males.
8	07/11/2008 21:20:00	I think that there are benefits to this type of program. I think it is also beneficial to bring genders together in a setting to test what we learn.
9	07/14/2008 12:44:00	I feel that gender based programs are great, this program will and should benefit all employees, of all genders. I feel being in the same gender group, makes me feel more at ease.
10	07/14/2008 12:51:00	I don't understand the question.
		I think they are helpful but possibly hurtful to the whole. When I first started this mentoring program, people asked me why there wasn't one for the guys and I would joke that they already had one-the good ole boys network. They had the necessary skills (just the fact that they were boys) to gain advancement in their careers without any guiding. I take that back now because if girls are being given this type of program so should guys. And I do not think it would be so bad of an idea to make it a combined program. Because everything we do right now is based on women and the male perspective might be helpful. On the flip side there exist women who cannot express themselves or that allow themselves to be dominated by men in conversation and in other aspects of the working day and for these women this type of program would be hurtful to them. So yes they are good but I think it needs to be offered to everyone and maybe there should be some joint meetings.
11	07/14/2008 14:59:00	
12	07/14/2008 16:06:00	I think is a good program for women as well as the men pilot program. Women face certain challenges in the workplace as well as men.
13	07/14/2008 19:05:00	I think the programs are wonderful because it gives you an opportunity to share things with someone that can truly relate.
14	07/15/2008 18:08:00	Not a bad idea.
		I think it is good to have female mentoring because we feel more comfortable opening up to someone who can understand our issues as a female in a male-dominated work environment.
15	07/15/2008 20:07:00	I think that gender based programs within a department-wide mentoring program is a great idea because as we know men and women are different and handle situations different.
16	07/18/2008 11:57:00	It's needed- a female should not be the only mentoring program, but the support is needed to overcome and deal with the barriers of the good' old boy systems
17	07/18/2008 19:00:00	
18	07/18/2008 20:27:00	I think it's an excellent idea.

Mentees 2008 Mid-term Survey		
Identify areas of improvement for the pilot Female Mentoring & Development Program.		
Answer Options		Response Count
		15
	<i>answered question</i>	15
	<i>skipped question</i>	6

Number	Response Date	Response Text
1	07/10/2008 13:08:00	More structure/organization to the program, and more group activities outside of the classroom.
2	07/10/2008 13:58:00	I'm enjoying the program. To date I have no recommendations for change.
3	07/10/2008 14:10:00	A few sessions were lopsided in the sense that as a mentee, they were more focused on the mentor/supervisory role.
4	07/10/2008 14:40:00	Encourage more frequent "lunch out" opportunities within entire group - say "we're meeting here on this date/time for anyone interested in joining us". Also seems valuable to have subset of group work on actual project based on interest
5	07/10/2008 18:55:00	none
		There needs to be set guidelines for meeting with your mentor outside of the monthly learning sessions so there are no questions or concerns with your supervisors.
6	07/11/2008 19:36:00	Host a "State Job Fair". Networking "how to's for dummies.
7	07/11/2008 21:20:00	None to speak of at this time
8	07/14/2008 12:44:00	The only thing that I can think of is more time for the session. The whole day would be good. It would be nice to interact with the others in the group more. They have from all over DOT and have tons of knowledge to share.
9	07/14/2008 12:51:00	Overall the topics presented have been great EXCEPT the Recruitment one (April 2008). It has a lot of useful information but at the same time, it was geared too heavily towards the mentors who are typically in supervisor roles and not the mentees. A lot of these rules and regs will possibly change in the next ten years if not sooner. So just going over the basics would be best instead of bogging down everyone with the exact rules and regs.
10	07/14/2008 14:59:00	n/a
11	07/14/2008 16:06:00	Mentors should really be dedicated to the program. It is important for a mentee to feel like the mentor is there to share and help prepare you for the next level.
12	07/14/2008 19:05:00	Require a team-building exercise.
13	07/15/2008 20:07:00	N/A
14	07/18/2008 11:57:00	as a pilot I think it is great- it's a learning progress. at this point we the test subjects- it's ok-
15	07/18/2008 19:00:00	

Mentees 2008 Mid-term Survey		
As the Department moves towards developing a mentoring and coaching culture, share your ideas of what this culture should look like.		
Answer Options		Response Count
		11
	<i>answered question</i>	11
	<i>skipped question</i>	10

Number	Response Date	Response Text
1	07/10/2008 13:08:00	It should NOT be "every man for himself." It should involve efforts to improve each other, and work together to become a team.
2	07/10/2008 13:58:00	I like the idea of a structured mentoring program similar to ours. I think everyone gets more out of it and yet it leaves room for modifications if needed. It also gives the opportunity to meet people you otherwise would not of met.
3	07/10/2008 14:40:00	Each office should establish a mentor program for all new employees - someone in that office who helps new employee get started, goes to lunch with, offers moral support, etc. with a set of established expectation of what activities mentor would do. Maybe each functional job group (e.g., Admins, TE I, II, III, Accountants) would host quarterly lunch & learns to informally share knowledge, lessons learned, whatever.
4	07/14/2008 12:51:00	My supervisor already has this mindset. I think he would be an excellent mentor in the future. I think as the retirees leave the work force, this would be a natural transition to this way of thinking since it is such a change from before. Get the younger generation of supervisors involved in the program.
5	07/14/2008 16:06:00	n/a
6	07/14/2008 19:05:00	It should be a culture ready for change and thinking out of the box. Leaders should be open to change and embrace the program.
7	07/15/2008 18:08:00	Mentoring
8	07/15/2008 20:07:00	New employees are assigned a mentor when they enter the department to help them adjust and acclimate. Mentors and mentees should meet regularly to get the maximum benefit from this relationship.
9	07/18/2008 11:57:00	I like informal mentoring-maybe more on the job mentoring going on.
10	07/18/2008 19:00:00	Considering which area you or in- the willingness of all to see learning and sharing of information as an asset to be shared instead of "job security if I keep it and I position my self to the only one to call"
11	07/18/2008 20:27:00	I think it would begin a month or two after a new employee is hired. The mentor would already be selected and on board.

Mentees 2008 Mid-term Survey						
How effective has this program been in meeting your needs?						
Answer Options		Very Effective	Effective	Not Effective	Rating Average	Response Count
	23	11	9	0	1.45	20
					Please elaborate.	11
					<i>answered question</i>	20
					<i>skipped question</i>	1

Number	Response Date	Please elaborate.
1	07/10/2008 13:08:00	The program as a whole, with its different parts, have made this a great first experience, and have encouraged me in many ways. I enjoy the different aspects of the program, like the topical monthly group sessions, and then individual sessions as needed.
2	07/10/2008 13:58:00	I'm glad I signed up for it. I'll continue to use all the tools this program provides throughout the rest of my career.
3	07/10/2008 14:10:00	An outlet. It is an opportunity to interact with individuals of similar mindsets, who are well spoken and intelligent. Being surrounded by such people, especially in the Wilson group, elevates those who participate. You are viewed as equals so you strive toward improvement. Those environments are very rare, and should be capitalized.
4	07/10/2008 14:40:00	It has helped me learn about NCDOT group, and network with others I would not normally interact with.
5	07/10/2008 18:55:00	The learning session that I have attend have been great. I have learned a lot about how DOT operates, how to handle situations, and how I can be a better employee.
6	07/14/2008 12:51:00	The topics have been very interesting. I would like some more time with the others of the group and possibly more time during the session with my mentor. Full day event.
7	07/14/2008 19:05:00	Every time I am around these women, I feel empowered to be better. I am a more positive person because of the program.
8	07/15/2008 20:07:00	My mentor has helped me grow and develop as an employee and has provided me with good, sound advice for advancing my career.
9	07/18/2008 11:57:00	Relationship with Mentor not what I envisioned or expected
10	07/18/2008 19:00:00	This program has allowed me to look at the bigger picture of NCDOT and the possibilities that my knowledge, skills, and abilities could be useful to NCDOT and the state.
11	07/18/2008 20:27:00	I've learned a lot from the sessions and my mentor. I really haven't thought of my job as a career, until I became a part of this program.

Mentees 2008 Mid-term Survey		
Please share any additional comments or concerns.		
Answer Options		Response Count
		8
	<i>answered question</i>	8
	<i>skipped question</i>	13

Number	Response Date	Response Text
1	07/10/2008 13:08:00	Overall, I think it's a great program that has encouraged and created much participation among the mentors and mentees. I think one great part of the effort is that we have a great instructor who is enthusiastic and really believes in making DOT/DMV better. I appreciate the opportunity to participate!
2	07/10/2008 13:58:00	Great job Priscilla!! They couldn't of picked a better person to head this project.
3	07/10/2008 14:10:00	I have visited two groups, and noticed a difference in the interactions of the participants. One group seems dominated by a few, and the other is more balanced. It seems that the one with the "dominance" should find a way to involve more of the reserved members.
4	07/10/2008 14:40:00	Lately articles of interest have been circulated. I think this is value-added. I enjoy reading articles. I also like that we publically share "successes" of our group members. Thank you for offering this program and best of luck in expanding it within NCDOT
5	07/14/2008 12:51:00	Keep Priscilla Tyree involved in any future processes. She is very dynamic and would be a valuable asset.
6	07/14/2008 18:33:00	N/A
7	07/15/2008 20:07:00	I enjoy the positive, uplifting sense of community that is intrinsic in the female mentoring program. It is very helpful to have everyone encouraging you and congratulating you when you have done well.
8	07/18/2008 20:27:00	This has been a very productive, enlightening and enjoyable experience.

Mentors 2008 Mid-term Survey

Did you know your mentee before the program began?

Answer Options	Response Percent	Response Count
Yes	22.7%	5
No	77.3%	17
<i>answered question</i>		22
<i>skipped question</i>		0

Mentors 2008 Mid-term Survey	
Besides the monthly learning sessions, how often do you interact with your mentee?	
Answer Options	Response Count
	22
<i>answered question</i>	22
<i>skipped question</i>	0

Number	Response Date	Response Text
1	07/09/2008 20:51:00	Bi weekly
2	07/09/2008 21:00:00	2 monthly via e-mail
3	07/10/2008 11:58:00	We meet once for lunch in between monthly meetings
4	07/10/2008 12:49:00	At least once a week, we either telephone or get in touch by email.
5	07/10/2008 13:58:00	About once a week.
6	07/10/2008 15:04:00	1 or 2 a week
7	07/10/2008 17:51:00	weekly or every two weeks
8	07/10/2008 19:27:00	Bi-Weekly
9	07/10/2008 20:43:00	~ 1/month
10	07/10/2008 21:35:00	We try to meet for lunch 1 day per month and I try to do drop in visits anytime I am in the area... approx 1/month
11	07/11/2008 14:03:00	Once a week
12	07/11/2008 17:25:00	Only once so far
13	07/13/2008 16:46:00	Once
14	07/14/2008 11:39:00	maybe once or twice
15	07/14/2008 12:13:00	once a week
16	07/14/2008 12:45:00	very little
17	07/14/2008 13:06:00	We try once a month
18	07/14/2008 15:35:00	bi-weekly
19	07/14/2008 19:20:00	Not often enough because of her being on wc leave
20	07/15/2008 12:43:00	One other time per month.
21	07/15/2008 18:13:00	every other week via email or telephone
22	07/18/2008 12:23:00	on a weekly basis

Mentors 2008 Mid-term Survey	
Describe the type of interaction that occurs outside of the monthly learning sessions.	
Answer Options	Response Count
	22
<i>answered question</i>	22
<i>skipped question</i>	0

Number	Response Date	Response Text
1	07/09/2008 20:51:00	Lunch and meeting at her job
2	07/09/2008 21:00:00	E-mail
3	07/10/2008 11:58:00	We meet for lunch in between monthly meetings.
4	07/10/2008 12:49:00	Due to distance, we simply 'stay in touch' and update each other with our work and life's happenings.
5	07/10/2008 13:58:00	Mostly emails, several phone calls and an occasional lunch.
6	07/10/2008 15:04:00	Lunch, general work conversations, chit chatting sessions
7	07/10/2008 17:51:00	e-mail/telephone/had lunch downtown....
8	07/10/2008 19:27:00	Lunch, e-mails, phone calls
9	07/10/2008 20:43:00	Lunch meetings
10	07/10/2008 21:35:00	see above
11	07/11/2008 14:03:00	Friendly and open, very good conversation
12	07/11/2008 17:25:00	Lunch
13	07/13/2008 16:46:00	Had lunch each month besides monthly meeting
14	07/14/2008 11:39:00	lunch, email, phone
15	07/14/2008 12:13:00	General talk.
16	07/14/2008 12:45:00	touching base regarding the upcoming meeting
17	07/14/2008 13:06:00	Lunch (informal), shadowing (formal)
18	07/14/2008 15:35:00	lunch, phone calls, or pep talks
19	07/14/2008 19:20:00	telephone conversations and emails
20	07/15/2008 12:43:00	Talk on phone or via e-mail.
21	07/15/2008 18:13:00	We've scheduled a few meetings, but something as always come up.
22	07/18/2008 12:23:00	we normally talk on a week basis, also we have gone to lunch.

Mentors 2008 Mid-term Survey	
What do you do in your sessions that occur outside of the monthly learning sessions?	
Answer Options	Response Count
	20
<i>answered question</i>	20
<i>skipped question</i>	2

Number	Response Date	Response Text
1	07/09/2008 20:51:00	Discuss promotional opportunities and ways to enhance her current position
2	07/09/2008 21:00:00	n/a
3	07/10/2008 11:58:00	We tend to talk about anything and everything. On the business side, what challenges she has and we talk about possible methods to try to get what she needs accomplished.
4	07/10/2008 12:49:00	Not Applicable.
5	07/10/2008 13:58:00	Not sure I understand the question. We do talk about the things we've learned in the classes, but mostly I help her deal with issues at work when she's not sure what to do.
6	07/10/2008 17:51:00	share general information/ family, church, career goals.
7	07/10/2008 19:27:00	Discuss issues we both face today, career development, life issues and blessings
8	07/10/2008 20:43:00	Discuss whatever topics she has questions about or I think might benefit her. Examples - preparing for interviews, beefing up employment applications, professional organization participation, experiences as a minority within the organization. I would have liked to have had more hands-on at work experiences, but my schedule and the types of things I am working on have not really made this possible.
9	07/10/2008 21:35:00	- review applications - prepare for upcoming interviews - vent frustrations regarding office politics or other personal matters
10	07/11/2008 14:03:00	I remain open and always willing to listen and open any advice I can.
11	07/11/2008 17:25:00	We had lunch and chatted about our lives
12	07/13/2008 16:46:00	Have lunch, talk about personal lives such as hobbies, families, vacations. Asked if there was anything at the office or work related they wanted to discuss.
13	07/14/2008 11:39:00	relax, relate
14	07/14/2008 12:13:00	Talk about the material.
15	07/14/2008 13:06:00	We did a 1/2 day job shadowing (took her to the BOT meeting with me), phones calls/emails concerning interviews she went on and jobs applied for with DOT
16	07/14/2008 15:35:00	general discussions on how to....
17	07/14/2008 19:20:00	Try to implement what we discuss in the meetings
18	07/15/2008 12:43:00	No sessions outside the monthly learning sessions other than an initial meeting to get to know each other and with one mentee visited her on her project for a project tour with my staff.
19	07/15/2008 18:13:00	We've scheduled a few meetings, but something as always come up.
20	07/18/2008 12:23:00	we discuss the previous sessions both giving our opinions which may lead to other discussions

Mentors 2008 Mid-term Survey

Would you be willing to serve as a mentor again?

Answer Options	Response Percent	Response Count
Yes	95.5%	21
No	4.5%	1
<i>answered question</i>		22
<i>skipped question</i>		0

Mentors 2008 Mid-term Survey

I believe that I spend quality time with my mentee outside of the monthly learning sessions.

Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
6	1	13	3	4	1	2.590909	22
answered question							22
skipped question							0

Mentors 2008 Mid-term Survey

I believe that my skill set adequately matches the needs of my mentee.

Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
7	4	12	5	0	0	2.047619	21
answered question							21
skipped question							1

Mentors 2008 Mid-term Survey

I believe that she is comfortable with our relationship.

Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
8	4	16	2	0	0	1.909091	22
answered question							22
skipped question							0

Mentors 2008 Mid-term Survey					
Please rate your effectiveness as a mentor.					
Answer Options	Very Effective	Effective	Not Effective	Rating Average	Response Count
9	2	20	0	1.909091	22
<i>answered question</i>					22
<i>skipped question</i>					0

Mentors 2008 Mid-term Survey	
Please elaborate on the effectiveness rating of your performance as a mentor.	
Answer Options	Response Count
	22
answered question	22
skipped question	0

Number	Response Date	Response Text
1	07/09/2008 20:52:00	I am able to offer new ideas to my mentee.
2	07/09/2008 21:02:00	I have a very different mentee. My mentee is a great person but has been with DOT much longer than myself as well as supervises many more employees than me. I feel that I learn from her as well.
3	07/10/2008 12:00:00	I think you'd need to ask my mentee how effective I am. I may think I'm fabulous, but what count is how effective my advise is to my mentee.
4	07/10/2008 12:52:00	I think that I have added confidence to my Mentee and this goes a long way - at work and for home life situations.
5	07/10/2008 13:59:00	Although my mentee and I get along great, I don't have quite as much experience to offer her as some of the other, older ladies, and I wish I had more to give her.
6	07/10/2008 15:06:00	I think I am an effective Mentee. However most of my effectiveness is not career oriented.
7	07/10/2008 17:55:00	Sometimes we don't see things the same way, but we can disagree and still remain friends at the end of the day.....
8	07/10/2008 19:35:00	Feel we should spend more time together. The week flies by with busy details. It must be a priority.
9	07/10/2008 20:59:00	TIME & EXPECTATIONS! I've never been in a formal mentor program before and have certainly never served as a mentor for someone out side of my work group and I feel this impacts my performance somewhat. It's hard to know what kinds of information I should be sharing that would be beneficial to AND desired by my mentee. I love the ideas that some others have shared - such as sitting in on interviews - but work recently has not included any tasks like that. In addition, I've been down two staff members (one to TMT!) and have been bombarded with numerous extra work tasks so sometimes, quite honestly, when I live each day I have no desire to think anything NCDOT-related until the next day!
10	07/10/2008 21:43:00	1st time serving as a mentor in such a formal capacity. Initially it was hard to gauge the boundaries of what I could or should say. It felt odd offering advice to people who have had way more life experience than I have had.
11	07/11/2008 14:05:00	I think that we have a mutual relationship that works well together.
12	07/11/2008 17:26:00	My mentee is a challenging person. It would likely take more than a one-year relationship to really see her grow.
13	07/13/2008 16:49:00	My mentee is very young and new to department. Her supervisor encouraged participation otherwise I don't think she would have felt the need or desire for it.
14	07/14/2008 11:40:00	We get along great
15	07/14/2008 12:14:00	I have been able to care about my mentee but keep a level head so to speak.
16	07/14/2008 13:10:00	My mentee has shadowed me for a day, I have given advice on jobs (interviews she went on) enjoy each job and don't apply for jobs that are not interesting to you, it is not all about money. Long discussions on the organization of DOT (ins and outs). I have been a sounding board to her and trying to be a good teacher.
17	07/14/2008 13:15:00	I think my mentee has learned from me as a mentor; however, she is in a very busy job as I am I and it is difficult for us to get together. This is an area that I am trying to get her to work on...making time for herself.
18	07/14/2008 15:37:00	My mentee know that I am available to assist her on what ever the issues may be.
19	07/14/2008 19:31:00	I have the necessary qualifications to be a mentor, however, my mentee has changed the field that she had hoped to go into because of her injury to her leg. She will be unable to do much field work for some time. It is important for her to go toward working inside for a year or two to gain strength in her leg. I also believe that she only hears what she wants to. I can only hope that she will continue to listen not only to what I have to say but others.
20	07/15/2008 12:54:00	I think in the scope of providing what the mentees have asked for assistance on I have provided, but not much more.
21	07/15/2008 18:14:00	I don't feel I'm very effective because I haven't had an opportunity to spend much time with my mentee.
22	07/18/2008 12:25:00	I am able to give her a different view on problems that she may encounter, and explain how I approach problems and issues.

Mentors 2008 Mid-term Survey

I believe that my relationship with my mentee will continue after the program concludes.

Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
11	5	11	5	1	0	2.090909	22
answered question							22
skipped question							0

Mentors 2008 Mid-term Survey		
If given the option, would you ask that your mentee be reassigned?		
Answer Options	Response Percent	Response Count
Yes	9.1%	2
No	90.9%	20
Please elaborate.		7
<i>answered question</i>		22
<i>skipped question</i>		0

Number	Response Date	Please elaborate.
1	07/10/2008 12:52:00	Yes, to expand my Mentee's options for counseling and networking.
2	07/10/2008 15:06:00	I enjoy her and we have a great time together and have become great friends.
3	07/10/2008 17:55:00	My mentee is a great person. Different back grounds, different interest. but that has been park of the challenge for me...very much one to stick this one out.....until the end....
4	07/10/2008 19:35:00	I think too much of her....
5	07/14/2008 13:10:00	No, she is very set in her ways and doesn't take advice well, but I hope I can help her to grow, learn, and expand.
6	07/14/2008 19:31:00	Due to the change in her ability to stay in the field that I am in. She will need more coaxing in the office work area and dealing with the public.
7	07/18/2008 12:25:00	N/A

Mentors 2008 Mid-term Survey

I believe that the 4-hour duration is sufficient for the monthly learning sessions.

Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
13	6	14	0	2	0	1.909091	22
answered question							22
skipped question							0

Mentors 2008 Mid-term Survey

I believe that the session topics were relevant.

Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
14	12	10	0	0	0	1.454545	22
answered question							22
skipped question							0

Mentors 2008 Mid-term Survey

I believe that after each session I learned something that I could apply to my work situation.

Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
15	10	10	2	0	0	1.636364	22
answered question							22
skipped question							0

Mentors 2008 Mid-term Survey

I believe that the sessions are preparing me for career growth & development.

Answer Options	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
16	10	8	4	0	0	1.727273	22
answered question							22
skipped question							0

Mentors 2008 Mid-term Survey	
Identify any courses offered in the pilot that are also offered to the general employee population.	
Answer Options	Response Count
	12
<i>answered question</i>	12
<i>skipped question</i>	10

Number	Response Date	Response Text
1	07/09/2008 20:52:00	Leadership, Pm's
2	07/10/2008 12:01:00	PM school, and recruitment session
3	07/10/2008 12:53:00	I am unsure of this question.
4	07/10/2008 14:00:00	I think the film we saw in the first session should be shown to EVERYONE, male and female, new employee and seasoned vet.
5	07/10/2008 17:57:00	conflict resolution or dealing with conflicts was offered at one time to state employees.
6	07/10/2008 21:02:00	I think that everything we have done so far (and when scanning the upcoming sessions probably everything else we will cover) is beneficial information for all employees for personal and professional growth and understanding of the organization if they are willing to invest the time to participate.
7	07/10/2008 21:48:00	Each of the courses so far, I think, has been available to the general employee. However, every manager does not allow or encourage their employees to participate. <input type="checkbox"/>
8	07/14/2008 11:40:00	none noted
9	07/14/2008 12:16:00	They all should. The TMT session and the hiring practices session was very helpful.
10	07/14/2008 13:18:00	Conflict resolution and negotiation;
11	07/14/2008 19:41:00	Due to the position I hold I am required to have refresher courses every three to five years in the Conflict Resolution & Negotiation Strategies and Leadership Skills . Even though I am required to take these refresher courses, it is different because, of the setting and more involved discussions within the group. These sessions are set up to where you actually get to discuss your problems and can get feedback from those who have had similar circumstances in the past.
12	07/18/2008 12:27:00	n/a

Mentors 2008 Mid-term Survey	
Describe any challenges you face, have faced, or are facing with your mentee for which you feel ill-equipped to handle or	
Answer Options	Response Count
	17
<i>answered question</i>	17
<i>skipped question</i>	5

Number	Response Date	Response Text
1	07/09/2008 20:54:00	none
2	07/09/2008 21:16:00	As a stated earlier there has been a great challenge for me. I enjoy all the monthly sessions and all topics and have used them in my daily activities; however my mentee is much more experience in DOT than me. I feel that I learn from her also.
3	07/10/2008 12:09:00	I don't have any that I know of.
4	07/10/2008 13:05:00	We have not had any situations, as yet, that I have felt uncomfortable with, but if I had, I would feel VERY comfortable in contacting our leader/teacher with any concerns.
5	07/10/2008 14:05:00	She really has problem with one of her coworkers, and although I've tried to gently suggest some actions, she has completely ignored me.
6	07/10/2008 18:07:00	none
7	07/10/2008 19:35:00	None
8	07/10/2008 21:23:00	Just not knowing if our relationship is beneficial for her and meeting her expectations.
9	07/10/2008 22:34:00	How to listen and help without becoming mentally and spiritually overwhelmed by someone else's stress/problems.
10	07/11/2008 14:09:00	None
11	07/14/2008 11:42:00	none noted
12	07/14/2008 12:25:00	My mentee had a worker's comp issue that I did discuss with my Division Engineer because I did not know how much I should be involved. He gave me some great advice and helped me to think through the situation.
13	07/14/2008 13:13:00	Dress and appearance, not dressed professional, very aggressive, wants promotions tomorrow, takes things very personal.
14	07/14/2008 20:09:00	She dwells on the past and doesn't want to make the necessary changes fast enough for me. I realize that she is a slower passed person and has some personal problems to deal with. It will take more time and patience to lead her where she would like to go. However, since she has been injured she is having to change fields of occupation to stay working for DOT.
15	07/15/2008 14:36:00	None.
16	07/16/2008 12:53:00	None
17	07/18/2008 12:36:00	n/a

Mentors 2008 Mid-term Survey	
Share any lessons learned in the establishment/development of your relationship with your mentee.	
Answer Options	Response Count
	15
<i>answered question</i>	15
<i>skipped question</i>	7

Number	Response Date	Response Text
1	07/09/2008 20:54:00	A better understanding of the hiring and payroll process.
2	07/09/2008 21:16:00	I have learned how different the culture is at DMV as compared to DOT.
3	07/10/2008 13:05:00	I've learned how life's situations can actually help a person grow and become stronger, as she has experienced a variety of obstacles to overcome - AND HAS! I'm very proud of her.
4	07/10/2008 14:05:00	I really have to listen to what she is saying, even though she may not be saying it out loud. In other words, I've had to try to learn to read between the lines.
5	07/10/2008 18:07:00	People have totally different views and opinions/a big thing to one person may be a little thing to you...but if it concerns them, the least I can do is listen and voice my opinion on the matter.
6	07/10/2008 19:35:00	Be willing to listen and share and that mentors can learn just as much from their mentee
7	07/10/2008 21:23:00	See above - spend more time exploring expectations!
8	07/10/2008 22:34:00	- be patient - it seems to be ok if you don't have an answer for everything... just listening is a good place to start - you might have to get away from the office to make it more comfortable to really say what you think - be clear in what you mean or intend with your words
9	07/11/2008 14:09:00	It would have been nice if we were in the same area.
10	07/13/2008 16:59:00	Separate physical locations can prevent quick chats, visits or lunches.
11	07/14/2008 11:42:00	none noted
12	07/14/2008 20:09:00	My mentee is on a slower pace than I am. I can give advise but cannot change a person overnight. It takes time, patience and willingness on both ends.
13	07/15/2008 14:36:00	Even though I have enjoyed building relationships with both of my mentee, I would not do two again. I do not feel I have enough extra time to devote to these relationships. I have been reactive with tem instead of proactive.
14	07/16/2008 12:53:00	Life happens, but its up to you to make it happen.
15	07/18/2008 12:36:00	I learned to ask questions and really listen to what my mentee is saying and what she isn't saying. This can help with the direction she may need to go in as well as give opportunity for suggestions.

Mentors 2008 Mid-term Survey	
What is your opinion of gender-based programs within the framework of a department-wide mentoring program for all	
Answer Options	Response Count
	21
<i>answered question</i>	21
<i>skipped question</i>	1

Number	Response Date	Response Text
1	07/09/2008 20:54:00	I believe every one will benefit from the mentor program.
2	07/09/2008 21:16:00	I think that gender- based programs within the framework of the department is a great idea. It gives both men and women a chance to network and meet others in other departments. After all we though we have many different departments/branches within DOT everyone operates differently. Mentoring allows us to see how others operate.
3	07/10/2008 12:09:00	I think it would be a great idea. I'm speaking more from the engineer side, but as female engineers, we tend to think we have to do everything on our own and never ask for help to prove ourselves. It would have been great to have someone to bounce ideas and fears off of when I was coming up in the department, instead of having to learn everything the hard way.
4	07/10/2008 13:05:00	Some would benefit from the 'mix' of opinions and insights; but some who will not open up and be honest and will feel uncomfortable in that setting. I would hope that the FEMALE MENTORING program would continue.
5	07/10/2008 14:05:00	I think its extremely important, since historically most women coming up through the ranks have not had another woman in power to look up to.
6	07/10/2008 18:07:00	The program should be on a volunteer basic/ other than that great ideal.
7	07/10/2008 19:35:00	My mentors were male. That worked well for me. I think folks should have the option.
8	07/10/2008 21:23:00	I do not support them or any other mentor program that singles out specific commonality in general. This stems mostly from execution and design of the Male African American affinity group several years back (I had an employee who participated and am happy to discuss my experience dealing with it, if desired). I did not participate in the first female-based mentoring program b/c of this. I chose to participate in this b/c I did not want to lose the opportunity to perhaps affect someone in a good way and I feel that, as a supervisor within my Branch, it was a good thing to do. I still hold true to my belief that the best professional mentors are not always the same gender, race, department, whatever, but the ones that you personally hope to emulate in your career. I am looking forward to the non-gender, non-raced based programs that have been promised in the future.
9	07/10/2008 22:34:00	Women encounter a unique set of "problems" in the corporate world. This mentoring program is critical to helping develop the talented diversity that department seeks. I think confidence and awareness are fundamental building blocks for these women.
10	07/11/2008 14:09:00	I think you are better able to relate if you are the same gender. Men and women have different obstacles and challenges in the workplace especially in certain roles.
11	07/11/2008 17:31:00	Men would benefit from this, too. But, it's nice to have an all-female forum to discuss issues.
12	07/13/2008 16:59:00	Overall beneficial. Allows networking and meeting people you probably wouldn't meet in your smaller work unit.
13	07/14/2008 11:42:00	great, one would need a venue to express themselves with liked minds and interest
14	07/14/2008 12:25:00	I think gender based programs department wide are needed to initiate and cultivate a closer stronger workforce. I learned a lot about some of the different roles and challenges that other women have faced. This has given me a new respect for women and other job classifications.
15	07/14/2008 13:13:00	I think the mentoring program is a great idea for all employees, but doesn't have to be gender based mix it all up.
16	07/14/2008 13:25:00	I think there are pros and cons. Participates tend to be more open in a gender-based environment; however, I think it can sometimes become an us versus them mentality and you only get one side of the issue. I think it would be good to have an option of gender-based or not. Some employees may benefit more from having a mentor that is a different gender.
17	07/14/2008 20:09:00	I think that it is a great idea, however, I don't think that there will be the openness and honesty that is present with the individual genders. One gender will try to outdo the other or dominate the sessions.
18	07/15/2008 14:36:00	I think it is great. Female mentoring provides a sort a safe place that may not be able to be achieved in a non gender based program.
19	07/15/2008 18:16:00	I think it's definitely necessary; however, I also feel the needs can be drawn across racial lines in some instances.
20	07/16/2008 12:53:00	Gender based is safe and probably more comfortable for most people.
21	07/18/2008 12:36:00	Gender based programs is a very good idea. I hope my mentee has learned from me as well as I have learned from her.

Mentors 2008 Mid-term Survey	
Identify areas of improvement for the pilot Female Mentoring & Development Program.	
Answer Options	Response Count
	20
<i>answered question</i>	20
<i>skipped question</i>	2

Number	Response Date	Response Text
1	07/09/2008 21:16:00	N/A
2	07/10/2008 12:09:00	I would like to see more emphasis and direction on... like inner growth than policy discussions at the meetings. For instance, we got the PM school in our Divisions. I really enjoyed the difference between the genders class. Things that can enlighten us to make better choices and educate us on difference and challenges and how to overcome them.
3	07/10/2008 13:05:00	None that I can think of; communication is excellent all around and I feel we ALL are benefiting from our sessions, Mentees and Mentors alike.
4	07/10/2008 14:05:00	Sometimes the interactive portions seem to get way off track of the topic.
5	07/10/2008 18:07:00	The class are great the timing of the classes at times create a problem for me...Drive to work at 8:am leave at 9:30 ..would be nice to schedule from maybe 8-12/or 1:00 that way our work day is not split...Not the mention gas driving to class and back to work.....
6	07/10/2008 19:35:00	More folks need to be involved.
7	07/10/2008 21:23:00	Better marketing? I am surprised by the lack of participation in some aspects. I am the ONLY participant from my Branch and we have lots of people that I think would benefit from the program.
8	07/10/2008 22:34:00	There seem to be too many voices looking to dominate the Raleigh session. A smaller group would allow for involvement from everyone... even the introverts.
9	07/11/2008 14:09:00	None
10	07/11/2008 17:31:00	So far, it's been great!
11	07/13/2008 16:59:00	For the central group with no travel time, meeting should be in am and close with lunch or start with lunch and end in PM. Splitting the day is not a good idea. Hard to get momentum back after lunch and leaves "pieces" of a day in AM and PM that is non-
12	07/14/2008 11:42:00	none noted
13	07/14/2008 12:25:00	Recruit more women in the western and central regions of the state. Advertise more?
14	07/14/2008 13:13:00	Learning a lot, maybe a half day class for Raleigh either morning or afternoon instead of breaking up the entire day
15	07/14/2008 13:25:00	I think the 4 hours plus lunch is a little lengthy. Perhaps 3 hours would be better, or 4 hours with lunch brought in.
16	07/14/2008 20:09:00	I would like to see if the sessions could get a little closer to where I am. In the western part of the state. We in the west have to travel a great distance. It would be nice to have a place to meet in Statesville or Asheville.
17	07/15/2008 14:36:00	Need more flexible times.
18	07/15/2008 18:16:00	I think meeting outside of the sessions should be mandatory for continued participation in the program.
19	07/16/2008 12:53:00	None
20	07/18/2008 12:36:00	I think the program will improve with practice, the only session I think needs improvement would be the session on career development, the presenter did not seem to have the best knowledge so it was very difficult for her to answer the questions.

Mentors 2008 Mid-term Survey	
As the Department moves towards developing a mentoring and coaching culture, share your ideas of what this culture should	
Answer Options	Response Count
	14
<i>answered question</i>	14
<i>skipped question</i>	8

Number	Response Date	Response Text
1	07/10/2008 13:05:00	As it is...open and offering input. I'd say our efforts are well appreciated and expressed.
2	07/10/2008 14:05:00	Very much the same, except I see it being available for women and men with the same type of important topics covered. Really there were very few sessions I attended that wouldn't have applied to men as well as women.
3	07/10/2008 18:07:00	Diversity, leadership
4	07/10/2008 19:35:00	It should be a job requirement and in the air every day. Leaders and managers much learn how to mentor effective each day and that is their job. It be seen as important and that it grows the best employees.
5	07/10/2008 21:23:00	Not sure. Hope to give better input after the program!
6	07/10/2008 22:34:00	Mentoring should be encouraged down to the most informal levels and the lowest pay grades. We are facing a crisis in the blue collar positions. We need to find a way to recruit and develop TW's, crew leaders, and supervisors. <input type="checkbox"/> I also think a program should be developed to mentor students, in an effort to cultivate our future. Again, down to the blue collar positions.
7	07/11/2008 14:09:00	I like continuing with the gender based mentoring.
8	07/13/2008 16:59:00	Continue to match those with similar careers; to participate should have been with DOT at least 3-5 years to avoid those just coming in and out. Yes, this might make some stay but a one to two year employees, I feel, doesn't benefit as much as someone who is ready for the next step.
9	07/14/2008 11:42:00	gender-based
10	07/14/2008 12:25:00	Trust. Having those employees that are supervisors that can be trusted and you know you can go to them with issues.
11	07/14/2008 13:25:00	I think it should be multi-faceted and not focus on separating men and women.
12	07/14/2008 20:09:00	As I see it right now, I like the topics that we discuss in the sessions. We will need to have sessions on more ethnic groups because we are hiring different nationalities. This not only creates a problem of communications but need to look at their cultural differences.
13	07/16/2008 12:53:00	Definitely some shadowing and cross training if possible to allow movement within the Department.
14	07/18/2008 12:36:00	not quite sure

Mentors 2008 Mid-term Survey					
How effective has this program been in meeting your needs?					
Answer Options	Very Effective	Effective	Not Effective	Rating Average	Response Count
23	10	11	0	1.52381	21
Please elaborate.					17
<i>answered question</i>					21
<i>skipped question</i>					1

Number	Response Date	Please elaborate.
1	07/09/2008 20:54:00	It has challenged me in my personal and professional development.
2	07/09/2008 21:16:00	Even though I am a mentor, I feel that I have gone as a person. I have enjoyed all the monthly sessions thus far and have gained lots of friends that I would have not meet if not for the mentoring. I feel that is a GREAT networking tool and will enhance my career growth in the future.
3	07/10/2008 12:09:00	As I stated in my Mentor application, there's something about being a part of someone's growth.
4	07/10/2008 13:05:00	As I'd said previously, these sessions spill over into our daily lives and are helpful.
5	07/10/2008 14:05:00	I've learned so much in the classes, and I've also learned a lot about the "next generation" of women, who may be looking to me for guidance.
6	07/10/2008 18:07:00	I have learned so much from it session. The ladies have really inspired me to get up and do something different...we allow fear to hinder us in so many areas of our life...so I decided to step out in the boat a little.
7	07/10/2008 19:35:00	Networking, listening, and learning from a broader spectrum within the Department is eye opening.
8	07/10/2008 22:34:00	- building some confidence. <input type="checkbox"/> - expanded networking <input type="checkbox"/> - forcing self-reflection <input type="checkbox"/> - learning that you are not alone
9	07/11/2008 14:09:00	I have had the opportunity to meet different people in the organization that I would not otherwise have been able to do. I also have learned a lot from each session that was offered.
10	07/11/2008 17:31:00	I see the need for more mentors, but I wish I could be a mentee, too. Length of service with DOT/the state is not the only indicator for a person needing or benefitting from a mentor relationship.
11	07/14/2008 11:42:00	as I stated early, the support that the group extends is priceless
12	07/14/2008 13:13:00	Learned a lot of valuable information and met some fantastic women/co-workers.
13	07/14/2008 20:09:00	I have taken a deeper look at myself and seen some weaknesses and strengths. I have been trying to fine tune some of my skills in dealing with co-workers.
14	07/15/2008 14:36:00	Learning sessions have been helpful.
15	07/15/2008 18:16:00	I'm really neutral on this one.
16	07/16/2008 12:53:00	Being a mentor has built up confidence in me that was laying dormant. It has also helped in my transition to a supervisor position.
17	07/18/2008 12:36:00	This program has allowed me to see the problems and issues other women are having, and what solutions they used. This program has given me the opportunity to look at things in a different aspect from both mentors and mentees views.

Mentors 2008 Mid-term Survey	
Please share any additional comments or concerns.	
Answer Options	Response Count
	10
<i>answered question</i>	10
<i>skipped question</i>	12

Number	Response Date	Response Text
1	07/09/2008 21:16:00	I think that Priscilla has done an outstanding job on organizing, communicating, teaching, leading, etc. I have very glad I participated in this program.
2	07/10/2008 13:05:00	None at this time, except to say that our leader and teacher is EXCELLENT and appreciated!
3	07/10/2008 18:07:00	This has been a excellent program. Thank you all for the time you invested in me, you did not have to do that, you could have said no.....
4	07/10/2008 19:35:00	Priscilla has done an amazing job. She has my vote for President.
5	07/11/2008 17:31:00	Perhaps a session for mentors only (on coaching, etc.) could add some value and would allow mentors to focus on networking with each other, too.
6	07/13/2008 16:59:00	Management and leadership of this years program has been high energy, very involved, and very well planned.
7	07/14/2008 13:13:00	Priscilla, you are great leader/speaker/teacher, you make the class even more interesting and fun. I learn something every session.
8	07/14/2008 20:09:00	I hope that the mentoring program will continue after this year. I would like to continue to be a mentor, because I not only have to figure out how to help someone else but how to fix my own problems at the same time. It is a challenge to me and I like it. The mentoring program is for anyone who wishes to improve themselves. The whole idea behind this program is to make the necessary changes in people to make this a better place to work and maintain the best employee that you can get to meet our Mission, Goal, and Values.
9	07/16/2008 12:53:00	None.
10	07/18/2008 12:36:00	n/a

NORTH CAROLINA DEPARTMENT OF TRANSPORTATION
TRANSFORMATION MANAGEMENT TEAM

PILOT FEMALE MENTORING & DEVELOPMENT PROGRAM

PROGRAM ANALYSIS & RECOMMENDATION
JULY 2008

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ISSUE TO BE REVIEWED (HYPOTHESIS)

Improvement of talent management was identified as one of five transformation initiatives for the Department. The diagnostic showed the Department's talent systems are failing to recruit and retain critical talent, drive employee performance, and retain top managers. Drawing on best management practices of industry and the public sector, the Department's reinstatement of the pilot female mentoring program was viewed as an important step to improve retention and reinvigorate employee development. The first pilot female mentoring program, which was initiated in 2005, was restricted to female employees working in the Raleigh area. That program was an outcome of the Special Emphasis Project (SEP), a project endorsed by the State Personnel Commission, Office of State Personnel, to address concerns of females employees within the state government employment system.

RESEARCH AND FINDINGS

- The SEP report for female employees identified the following trends within state government:
 - Female employees make up 48.9 percent of the total state (SPA) workforce yet comprise 71.5 percent of the low wage occupations.
 - African-American females hold the majority of low wage occupations.
 - Female-dominated jobs are often paid less than male-dominated jobs even if they require the same or a greater amount of education, experience, and responsibilities.
 - There is limited representation of females in occupations that have decision-making responsibilities.
- Specific demographic data for the female employee population within the Department, as reported in the North Carolina Department of Transportation 2007 Equal Employment Opportunity Plan, is as follows:
 - The Department did not meet its goal for female representation within its employee population. Actual percentages for 2006 indicate 15.3 percent of the employee population was comprised of white females, 5 percent was black females, 0.2 percent was Hispanic females, 0.3 percent was Asian females, and 0.3 percent was American Indian females. The goal was 48 percent for the aggregate female representation, but the actual representation was 21.3 percent. (page 18) Individual goals were as follows: 35 percent for white females, 10.2 percent for black females, 2.4 percent for Hispanic females, 0.5 percent for Asian females, and 0.5 percent for American Indian females.
 - The Department did not meet its goal for other minority females (other than black females) and white females for management-related occupations. (pages 20 – 21)
 - For officials and administrators, the Department did not meet its goal for workforce representation for white and other minority females. (page 20)
 - Workforce representation in management-related occupations for black and other minority females declined in 2006. While the Department met its goals for black females, workforce representation goals for white and other minority females were not met. (pages 20 – 21)
 - For professional occupations, the Department did not meet its goal for workforce representation for females, although numerical representation increased since 2004 for white and black females. (pages 21 – 22)
 - The Department did not meet its goals for white, black, and other minority females for technician and technologist classifications. (page 22)
 - For administrative support, the Department exceeded its goals for white and black females. The goal for other minority females; however, was not met. (page 23)
 - For protective services, the Department did not meet its goals for females. (page 23)
 - The Department did not meet its goals for white, black, and other minority females for skilled craft occupations. (page 24)

- The Department did not meet its new hire goals for females. (page 25)
- While the Department met its promotion goals for black and Asian females, it did not meet its goals for white, Hispanic, and American Indian females. (page 26)
- The 2005 Pilot Female Mentoring Program was modified for statewide application. A survey was conducted among the 2005 program participants. The survey participation rate was 40 percent.
- Significant changes that were made to modify the pilot to a statewide program were:
 - Mentor-mentee assignments were based on needs of the mentee.
 - Provided mentoring training.
 - Obtained buy-in from division/unit/branch/section to ensure participation.
 - Increased accountability for all participants.
 - Allowed lunch time to be a networking opportunity rather than work session.
 - Increased number and duration of learning sessions, and curriculum topics.
 - Required reporting of activities apart from monthly sessions.
 - Created regional programs (Central, Eastern, Western, and Raleigh/Wake County) with identical programs.
 - Modified name of program to reflect emphasis on professional development.
- Pilot Female Mentoring & Development Program demographics:
 - 29 mentors – initial, 30 – current (as of report)
 - 31 mentees – initial, 30 – current (as of report)
 - Participants are from BSIPS Center, Communications Office, DOH, DMV, Fiscal, General Services, Information Technology, Office of Civil Rights & Business Development, Office of Environmental Quality, and Secretary’s Office
 - Classifications include administrative, technical, financial, and customer-service oriented
 - Three regions: Raleigh/Wake County, Eastern, and Central. Few participants from the Western Region were absorbed into the Central Region
- On October 25, 2007, Roberto Canales, P.E., Project Manager for the TMT issued to the DOT employee population via Distribution A, an email entitled, “NCDOT Talent Initiatives – Formal Mentorship Programs.” This email announced the Secretary’s approval of the TMT’s recommendation to develop a department-wide mentoring program to enable the “DOT to transform to a coaching culture that builds an effective workforce for the future.” Part of this effort was the reinstatement of the Raleigh-based Female Mentoring Program, which was initiated in 2005 as a pilot. The pilot was reinstated again as a pilot program for a statewide application.
- A mid-term survey was conducted to assess the program’s effectiveness for the first six months. The survey was launched utilizing *Survey Monkey* with a participation window that extended from July 10, 2008 through July 18, 2008. The overall survey participation rate was 73 percent (Mentors – 73 percent and Mentees – 72 percent). Survey was composed of 24 questions: 14 short-answer type questions, eight 5-point Likert Scale questions, and two three-point Likert Scale questions. A copy of the survey with the raw data is attached in Appendix A.

Overwhelmingly, survey participants stated that they would serve as mentors: 95.5 percent of mentors stated that they would serve as mentors again and 80 percent of mentees stated that they would be willing to serve as mentors in the future. The program’s effectiveness in meeting the needs of the participants also received stellar

marks: 52.4 percent of the mentors rated the program as effective in meeting their needs while 47.6 percent rated the program as very effective. Similarly, 45 percent of mentees rated the program as effective in meeting their needs while 55 percent rated the program as very effective for the same category.

73 percent of mentors and 76 percent of mentees believed that their relationship would continue after the program concludes. This indicates that once the formal/planned mentoring program ends, participants will still engage in an informal mentoring relationship.

Recommendations

July marked the half-way point in the program's duration and overall, attendance in the program has been exceptional. Because participants are encouraged to attend sessions of other regions when scheduling conflicts exist, the Eastern Region was the only region to achieve perfect attendance for all sessions through the month of June.

Generally, evaluations for the learning sessions indicate a desire for the curriculum to continue in a statewide mentoring program, which will include all employees of all classifications. Curriculum topics covered to date are Invisible Rules: Men, Women, & Teams and Team Building; It's Your Career! Take Charge! State Application, Employee Profiles, & Merit-based Hiring; DOT Organizational Overview & Career Day Panel; Transformation Overview and Status, TMT Talent Management Update: Results-based Performance Management, Performance Metrics, and HR Initiatives; and Conflict Resolution & Negotiation Strategies. The topics for the remainder of the program include Leadership Skills; Interviewing Skills & Communicating Your Way to Success; Life Skills – Balancing Professional and Personal Challenges; and Myers-Briggs Type Indicator Assessment.

As an affinity group, female employees have unique needs and concerns that should be addressed in a safe environment. A mentoring program specifically designated for this special demographic has proven successful in creating a forum where female employees can candidly and openly discuss issues of particular concern to them. Participants have indicated on evaluation forms and stated in the learning sessions that this gender-based program should continue. However responses in the mid-term survey were mixed. Below is a sampling of responses to the mid-term survey question, *What is your opinion of gender-based programs within a framework of a department-wide mentoring program for all employees?*

- I think that gender-based programs would be a great addition to the department-wide mentoring program. They offer environments for individual growth and encouragement that otherwise would not be there. (Mentee)
- I do not support them or any other mentor program that singles out specific commonality in general. ...I am looking forward to the non-gender, non-race based programs that have been promised in the future. (Mentor)
- I think it's important to allow options – offer both gender-based (female mentoring) and men/women mentoring and let [the] applicant decide which arrangement is best suited to his/her needs. (Mentee)
- Women encounter a unique set of “problems” in the corporate world. This mentoring program is critical to helping develop the talented diversity that [the] department seeks. I think confidence and awareness are fundamental building blocks for these women. (Mentor)

What should be contemplated in designing the new mentoring program is how to accommodate the needs of female employees within the framework of a gender-neutral mentoring environment. Complete survey responses are provided in Appendix A.

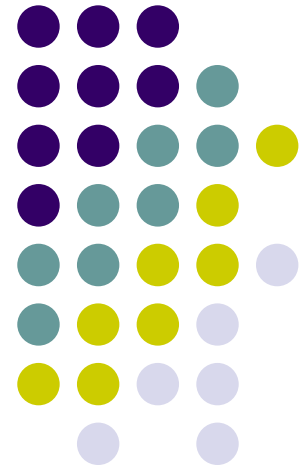
At the program's announcement, an email was received by Alfred Griffin, an NCDOT Employee Relations Representative, threatening to file a charge of discrimination against the agency. A copy of the email is attached in Appendix B. Mr. Griffin contended that race- or gender-based employment programs were illegal absent a bona fide occupational qualification. The Department must be advised if affinity-based programs can be legally incorporated within the mentoring and coaching culture it is trying to create.

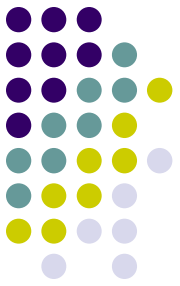
The North Carolina Department of Transportation 2007 Equal Employment Opportunity Plan (Plan) states “*The purpose of the Department's Equal Employment Opportunity Plan is to facilitate greater inclusiveness of all persons across all job categories. This purpose may be accomplished by **shifting the focus of employment to historically underrepresented groups, and demonstrating a concerted good faith effort toward their recruitment, selection and development pursuant to the Department's EEO Plan and its Merit Based Employment policy.***” [emphasis added] Despite this declaration, the Department has not embraced this program as a means to “demonstrate a concerted good faith effort toward their recruitment and development.” In fact, the Plan lacks any substantive programs designed to accomplish this goal for females – a documented underrepresented group in the state government system. The only two female-focused programs highlighted in the Plan, *Introduce A Girl To Engineering Day* and *Bennett Power Girls College Day*, are targeted to high school-aged young women and not the Department's female employee population.

In a statewide effort to improve development opportunities for female managers, OSP established the Leadership Institute for Female Employees (LIFE). The program is located on the campus of North Carolina Central University and includes a curriculum focused on the development and honing of leadership skills. After the initial weeklong program, participants meet monthly for five months to complete a team project in which they demonstrate the leadership competencies learned. The Department has only allowed two female managers (one in 2006 and 2007, respectively) to participate in the program since LIFE's inception in 2005. This program should be included in the training opportunities offered to female managers and leaders, and should be used as a recruitment and retention tool. The Department should focus greater effort on the development strategies and programs to enable the Department to meet its EEO goals for female employees. Data collected through OSP and within the agency support such action.

Pilot Female Mentoring & Development Program

Mid-term Program Status
July 2008

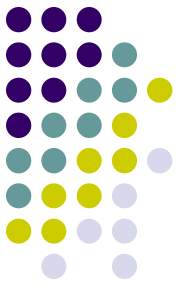




Program Demographics

- Participants
 - 30 mentors
 - 2 BSIPS
 - 1 Communications Office
 - 4 DMV
 - 21 DOH
 - 1 Fiscal
 - 1 Office of Civil Rights & Business Development
 - 1 Secretary's Office

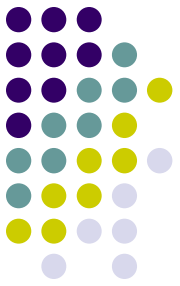




Program Demographics

- Participants
 - 30 mentees
 - 12 DMV
 - 14 DOH
 - 1 Fiscal
 - 1 General Services Division
 - 1 Information Technology
 - 1 Office of Environmental Quality

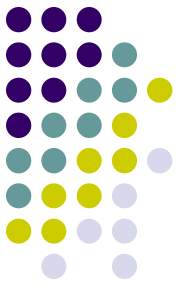




Program Demographics

- Regional programs
 - Raleigh Group
 - DOT Training & Development Center, Raleigh, NC
 - Central Region
 - DOT ROW Office, Winston-Salem, NC
 - Eastern Region
 - DOH Division 4 Conference Room, Wilson, NC



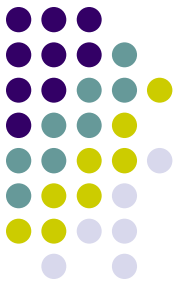


Program Demographics

- Participating divisions
 - Division of Motor Vehicles
 - Commissioner's Office
 - Driver's License
 - Fiscal
 - IRP
 - Vehicle Services
 - Division of Highways
 - Alternative Delivery Unit
 - Bridge Management



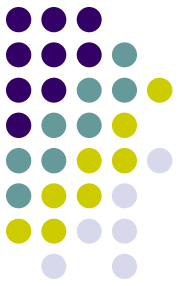
Program Demographics - continued



- Hydraulics
- Highway Administrator's Office
- Highway Divisions (2, 3, 4, 5, 8, 9, 11, 13, & 14)
- Project Development & Environmental Analysis
- Right-of-Way
- Roadside Environmental Unit
- Transportation Planning Branch



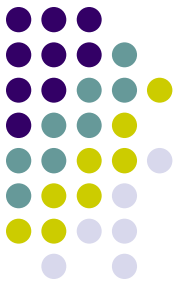
Program Demographics - continued



- Business System Information Portal Support Center
- Communications Office
- Fiscal Division
- General Services Division
- Information Technology
- Office of Civil Rights & Business Development
- Office of Environmental Quality
- Office of the Secretary



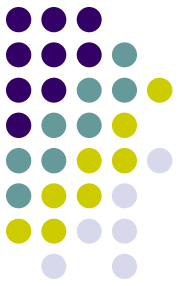
Program Demographics - continued



- Classifications
 - Accountants
 - Administrative & Executive Assistants
 - Administrative & Business Officers
 - Directors & Deputy & Assistant Directors
 - Driver's License Examiners
 - Engineers
 - Hearing Supervisors
 - Information Processing Assistants

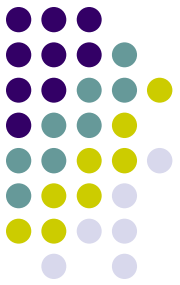


Program Demographics - continued



- Legislative Liaisons & Coordinators
- Managers
- Office & Processing Assistants
- ROW Agents
- Transportation Supervisors
- Transportation Technicians
- Technology Support Analysts

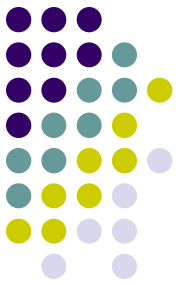




Survey Results

- Survey Stats
 - 2 surveys launched: Mentors & Mentees
 - Surveys launched via *Survey Monkey* on 7/10/08 and closed 7/18/08
 - Program participants notified via email
 - Participants directed to a link to complete survey
 - Survey restricted to one submittal per computer

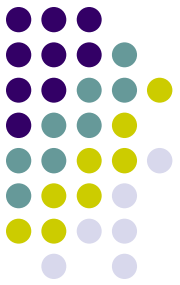




Survey Results - continued

- General Survey Stats
 - Overall Participation Rate – 73%
 - Mentors' Participation Rate – 73%
 - Mentees' Participation Rate – 72%
 - Survey composed of 24 questions
 - Short-Answer Type – 14
 - 5-point Likert Scale Type – 8
 - 3-point Likert Scale Type – 2





Survey Results – continued

Mentors 2008 Mid-term Survey

Did you know your mentee before the program began?

Answer Options	Response Percent	Response Count
Yes	22.7%	5
No	77.3%	17

answered question

skipped question

Mentees 2008 Mid-term Survey

Did you know your mentor before the program began?

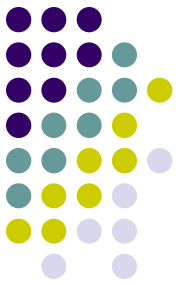
Answer Options	Response Percent	Response Count
Yes	14.3%	3
No	85.7%	18

answered question

skipped question

**More than
3/4 of our
respondents
had never met!**





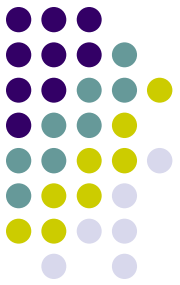
Survey Results – continued

Mentors 2008 Mid-term Survey		
Would you be willing to serve as a mentor again?		
Answer Options	Response Percent	Response Count
Yes	95.5%	21
No	4.5%	1
skipped question		20
skipped question		1

Mentees 2008 Mid-term Survey		
Would you be willing to serve as a mentor in the near future?		
Answer Options	Response Percent	Response Count
Yes	80.0%	16
No	20.0%	4
skipped question		20
skipped question		1

**Overwhelmingly,
respondents wish to serve
as mentors!**





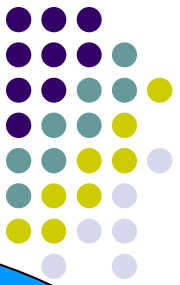
Survey Results – continued

Mentors 2008 Mid-term Survey				
Please rate your effectiveness as a mentor.				
Answer Options	Very Effective	Effective	Not Effective	Response Count
9	2	20	0	22
answered question				22
skipped question				0

100% of respondents rated their performance very effective or effective!



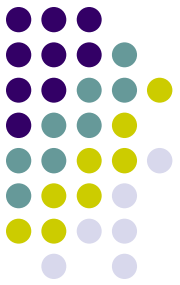
Survey Results – continued



Mentees 2008 Mid-term Survey				
Please rate the effectiveness of your mentor.				
Answer Options	Very Effective	Effective	Not Effective	Response Count
9	9	9	3	21
				21
				0

**Equal percentages
(~42.9%) of
respondents rated
the performance of
their mentors as
very effective and
effective!**



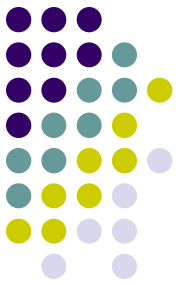


Survey Results – continued

Mentors 2008 Mid-term Survey				
How effective has this program been in meeting your needs?				
Answer Options	Very Effective	Effective	Not Effective	Response Count
23	10	11	0	21
				17
Answered question				21
skipped question				1

**100% of respondents
rated the program
very effective or
effective in meeting
their needs!**



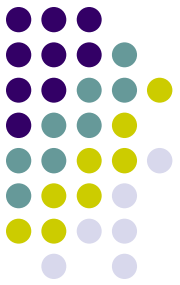


Survey Results – continued

Mentees 2008 Mid-term Survey				
How effective has this program been in meeting your needs?				
Answer Options	Very Effective	Effective	Not Effective	Response Count
23	11	9	0	20
			<i>answered question</i>	11
			<i>skipped question</i>	20
				1

**100% of respondents
rated the program
very effective or
effective in meeting
their needs!**





Survey Results – continued

- 73% of mentor respondents and 76% of mentee respondents believe that their relationships will continue after the program concludes.
- 76% of mentor respondents and 66% of mentee respondents believed that the skill set of the mentor matched the needs of the mentee.
- 85% of mentee respondents and ~91% of mentor respondents agreed and strongly agreed that they were comfortable with their relationships.





Survey Results – continued

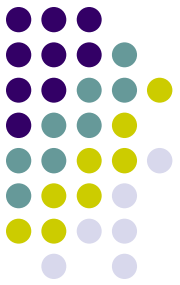
Mentors 5-point Likert Scale Results

Positive feedback on course content!!

Question	SA	A	N	D	SD
I believe the monthly learning sessions are beneficial to my mentee.	4.5%	59.1%	13.6%	18.2%	4.5%
I believe that my skills have improved as a result of my mentee.	19%	57.1%	23.8%	0	0
I believe that she is comfortable with our relationship.	18.2%	72.7%	9.1%	0	0
I believe that my relationship with my mentee will continue after the program concludes.	22.7%	50%	22.7%	4.5%	0
I believe that the 4-hour duration is sufficient for the monthly learning sessions.	27.3%	63.6%	0	9.1%	0
I believe that the session topics were relevant.	54.5%	45.5%	0	0	0
I believe that after each session I learned something that I could apply to my work situation.	45.5%	45.5%	9.1%	0	0
I believe that the sessions are preparing me for career growth & development.	45.5%	36.4%	18.2%	0	0



Legend: SD – Strongly Disagree; D – Disagree; N – Neutral; A – Agree; SA – Strongly Agree; Bolded responses denote highest percentages.



Survey Results – continued

Mentees 5-point Likert Scale Results

**We're on target with
course curriculum!**

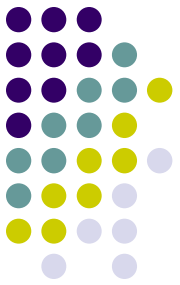
Question	SA	A	N	D	SD
I believe that I spend my time wisely in monthly learning sessions.	28.6%	28.6%	28.6%	0	0
I believe that the skill set of me and my mentor meets my needs.	42.9%	23.8%	23.8%	0	9.5%
I believe that she is comfortable with our relationship.	42.9%	42.9%	9.5%	0	0
I believe that my relationship with my mentor will continue after the program concludes.	47.6%	28.6%	19%	0	4.8%
I believe that the 4-hour duration is sufficient for the monthly learning sessions.	19%	57.1%	9.5%	9.5%	4.8%
I believe that the session topics were relevant.	61.9%	38.1%	0	0	0
I believe that after each session I learned something that I could apply to my work situation.	57.1%	38.1%	4.8%	0	0
I believe that the sessions are preparing me for career growth & development.	71.4%	23.8%	4.8%	0	0



Legend: SD – Strongly Disagree; D – Disagree; N – Neutral; A – Agree;
SA – Strongly Agree; Bolded responses denote highest percentages.

Survey Results – continued

Short-Answer Questions



Besides the monthly learning sessions, how often do you interact with your mentor/mentee?

Describe the type of interaction that occurs outside of the monthly learning sessions.

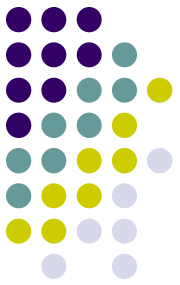
What do you do in your sessions that occur outside of the monthly learning sessions?

Identify any courses offered in the pilot that are also offered to the general population.



Survey Results – continued

Short-Answer Questions



Describe any challenges that you face, have faced, or are facing with your mentor/mentee for which you feel ill-equipped to handle or for which you need assistance.

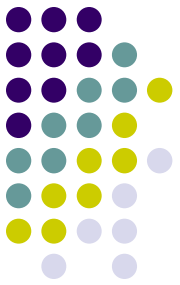
Share any lessons learned in the establishment and/or development of your relationship.

What is your opinion of gender-based programs within the framework of a department-wide mentoring program for all employees?



Survey Results – continued

Short-Answer Questions



Identify areas of improvement for the pilot
Female Mentoring & Development Program.

As the Department moves towards developing a
mentoring and coaching culture, share your
ideas of what this culture should look like.

Please share any additional comments or
concerns.



Questions,?

